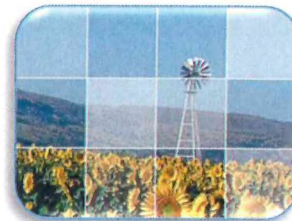




Service Delivery and  
Budget Implementation  
Plan (SDBIP)  
2012/13

**CITY OF MATLOSANA**



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## 1. Introduction

This report is a Service Delivery and Budget Implementation Plan (SDBIP) for the City of Matlosana for 2012/13 financial year. This plan is informed by Matlosana's Integrated Development Plan (IDP) and the Medium Term Revenue and Expenditure Framework (MTREF) budget. Both the IDP and 2012/13 MTREF budget have been tabled to the Council and adopted on the 29 May 2012 respectively.



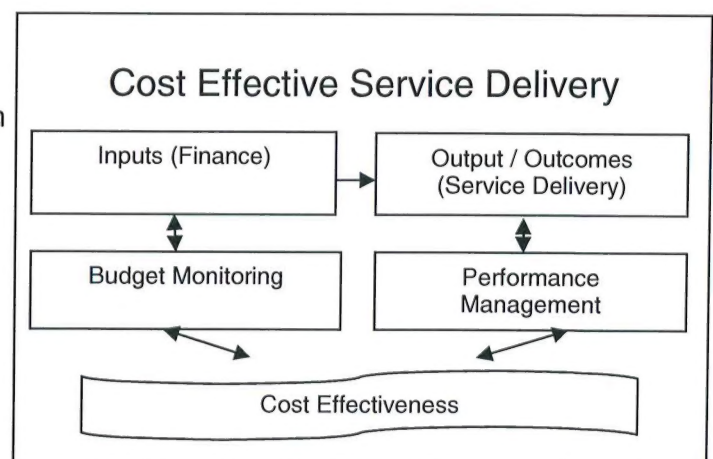
A Service Delivery and Budget Implementation Plan is defined in the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

## 2. The Components of a SDBIP

The five necessary components of a SDBIP are:-

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Capital works plans.

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



## 3. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.



It is a management, implementation and monitoring tool that will assist the Executive Mayor, councillors, Municipal Manager, senior managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

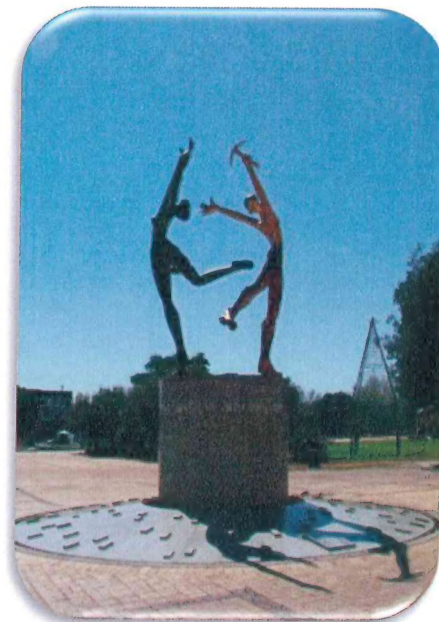
#### 4. MFMA requirement

##### Chapter 1 – Definitions

SDBIP means a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) projections for each month of:- revenue to be collected, by source; and operational and capital expenditure by vote
- (b) service delivery targets and performance indicators for each quarter and
- (c) any other matters that may be prescribed.

and includes any revisions of such plan by the mayor in terms of section 54 (1)(c)



##### Chapter 8 – Responsibilities of Municipal Officials Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

- (a) A draft service delivery and budget implementation plan for the budget year; and
- (b) Drafts of the annual performance agreements as required in terms of section 57 (1)(b) of the Municipal Systems Act for the municipal manager and all senior Managers



## Chapter 7 – Responsibilities of Mayors

### Section 53 – Budget Processes and related matters

Section 53 (1)(c) The mayor of a municipality must take all reasonable steps to ensure-

- (ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
- (iii) That the annual performance agreements as required in terms of section 57 (1)(b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

(bb) are linked to the measurable performance objectives approved with the Budget and to the service delivery and budget implementation plan.

Section 53 (3)

- (a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.

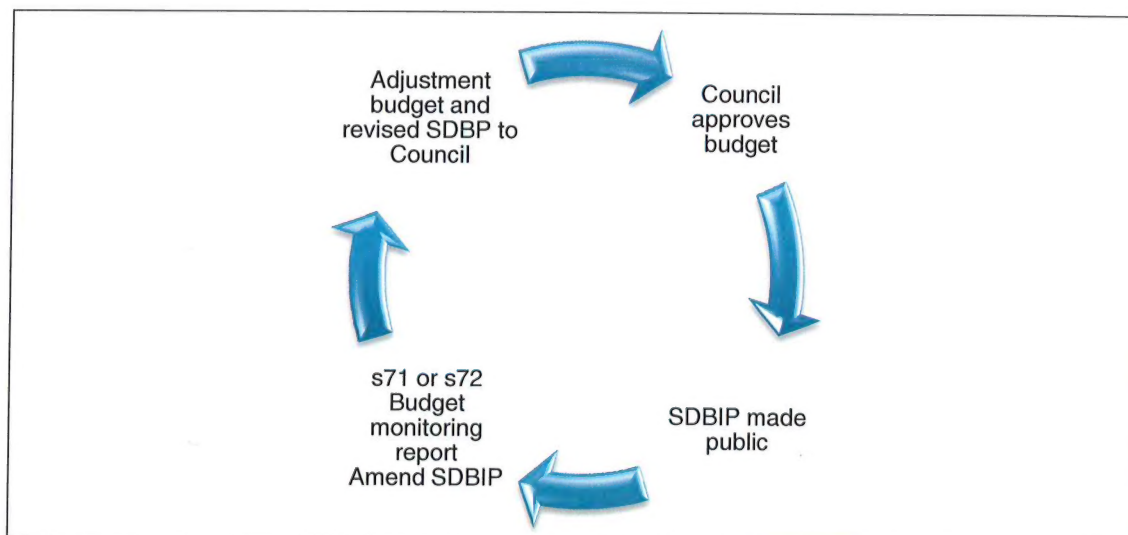
### Section 54 - Budgetary control and early identification of financial problems

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

- (1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council following the approval of an adjustments budget
- (d) issue any appropriate instructions to the accounting officer to ensure-
  - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan
- (3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

The following diagram illustrates the MFMA requirements regarding the implementation and monitoring process:-

The SDBIP Feedback Mechanism (s54)





## 5. The SDBIP process in Matlosana

The production of the SDBIP has been drafted by the Directorate: Strategic Planning, Monitoring and Control and all directorates have been involved with its development. The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP.

## 6. Service Delivery Targets and Performance Indicators

The 2012/13 SDBIP facilitates the monitoring and evaluation process of the municipality in that service delivery targets and performance areas are broken down into specific and measurable monthly, quarterly and mid-term deliverables. It is a municipal-wide plan that seeks to give the entire Matlosana community an outline of what we will be doing, where and utilising which resources. It strikes a balancing chord between addressing infrastructure backlogs, maintenance of current infrastructure and the expansion of services to new growth areas.



Each Directorate has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes.

The performance targets for 2012/13 are contained in the report.

A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2012/13 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

## 7. Overview of the 2012/2013 MTREF

THOUSANDS	BUDGET YEAR		
	2012/2013	2013/2014	2014/2015
Total Operating Revenue	1 793 179	1 960 758	2 100 751
Total Operating Expenditure	1 790 938	1 958 695	2 097 840
Surplus (Deficit) for the year	2 241	2 062	2 911
Total Capital Expenditure	152 172	190 044	174 487



For 2012/2013 an amount of R 147 million has been appropriated for the development of infrastructure which represents 97% of the total capital budget. In the outer years this amount totals R 190 million and R 174 million respectively for each of the financial years.

Roads received the highest allocation of R 73 million in the 2012/2013 followed by Water at R 23,5 million and the Sewerage at R21,8 million.

Some of the salient projects to be undertaken over the medium-term includes; among others;

Khuma Bulk Water supply 10 ml reservoir	: R7, 5 million
Increase Capacity Hartbeesfontein WWTP	: R 14, 3 million
Paving of Taxi Routes: Storm-water; Jouberton Phase 6	: R 7, 2 million
Paving of Taxi Routes: Storm-water, Tigane Phase 6	: R 7, 2 million
Paving of Taxi Routes: Storm-water, Khuma Phase 6	: R 7, 2 million
Paving of Taxi Routes: Storm-water, Kanana Phase 6	: R 6 million
Main storm-water Drainage – Jouberton Phase 4	: R 6 million
Upgrading Mechanical, Electrical equipment in pumpstations	: R 8 million
Rehabilitation of landfill site – KOSH	: R 14, 48 million

**ANNEXURE "A"**

# **Monthly projections of revenue to be collected for each source**



NW403 City Of Matlosana - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand																
Revenue By Source																
Property rates		20,987	15,255	16,850	15,982	17,066	16,895	15,986	25,822	15,255	17,850	37,255	49,324	264,527	279,340	293,307
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		56,128	39,205	31,000	29,500	42,001	39,300	29,015	26,015	29,300	35,500	68,015	73,239	498,220	577,935	629,949
Service charges - water revenue		15,126	12,000	20,120	20,404	18,423	31,561	19,800	11,200	18,000	16,000	15,000	7,216	204,849	228,407	248,963
Service charges - sanitation revenue			3,112	3,912	2,269	2,268	3,281	2,115	3,562	3,259	2,987	3,599	50,666	81,028	85,565	90,186
Service charges - refuse revenue			4,524	4,970	8,880	6,895	3,790	3,699	3,524	3,303	3,521	3,790	37,860	84,754	89,500	93,975
Service charges - other			-	-	-	-	-	-	-	-	-	-	68,736	68,736	72,585	76,505
Rental of facilities and equipment			1,256	1,156	1,000	987	1,269	2,016	895	120	1,156	987	1,964	12,806	13,523	14,253
Interest earned - external investments		13	128	39	39	320	40	281	157	59	25	130	770	2,000	2,112	2,226
Interest earned - outstanding debtors		3,562	4,398	4,986	3,880	3,989	3,016	5,260	3,960	4,599	4,013	3,699	10,893	56,252	59,402	62,610
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		2,061	1,002	927	426	627	969	1,000	846	746	960	916	1,950	12,428	13,124	13,833
Licences and permits		526	736	1,046	1,060	487	586	850	986	900	360	256	733	8,525	9,002	9,489
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational		101,000	-	-	98,000	-	-	77,000	-	-	63,473	-	1,840	341,313	363,709	390,595
Other revenue		12,360	10,199	12,987	10,000	17,549	7,500	6,000	7,500	9,500	1,100	29,800	32,848	157,342	166,153	174,461
Gains on disposal of PPE		-	-	-	-	400	-	-	-	-	-	-	-	400	400	400
Total Revenue (excluding capital transfers and contribution)		211,762	91,813	97,993	191,439	111,010	108,207	163,021	84,466	85,041	146,944	163,445	338,040	1,793,179	1,960,758	2,100,751

**ANNEXURE "B"**

# **Monthly projections of expenditure (operating and capital) and revenue for each vote**



NW403 City Of Matlosana - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

City Of meosana - Supporting Table SA2/ Budgeted monthly revenue and expenditure (standard classification)																	
R thousand	Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Revenue - Standard</b>																	
	<b>Governance and administration</b>		58,469	11,785	31,182	31,343	47,498	34,862	94,406	36,737	46,426	57,114	81,979	77,341	609,141	643,253	687,988
	Executive and council		1,000	1,200	1,400	1,500	1,500	1,600	1,000	1,201	1,403	2,500	2,801	1,167	18,271	19,294	20,336
	Budget and treasury office		57,452	10,589	29,781	29,820	45,963	33,229	93,371	35,522	45,000	54,598	79,159	76,161	590,605	623,678	667,357
	Corporate services		17	16	21	22	35	33	35	15	23	16	19	13	265	280	295
	<b>Community and public safety</b>		8,752	10,378	8,367	8,531	7,603	9,143	8,623	9,708	9,061	8,295	13,452	11,975	113,887	120,265	126,759
	Community and social services		474	531	430	433	381	409	424	645	743	735	726	320	6,250	6,606	6,956
	Sport and recreation		33	41	28	70	76	40	67	116	58	85	62	31	707	746	787
	Public safety		7,824	9,274	6,964	7,575	6,608	8,053	7,615	8,541	7,636	6,954	12,151	10,631	99,828	105,418	111,111
	Housing		419	531	942	450	525	640	511	401	620	502	507	987	7,035	7,429	7,830
	Health		2	1	3	3	12	2	6	5	3	19	6	6	67	71	75
	<b>Economic and environmental services</b>		184	177	2,425	237	204	159	145	253	161	106	295	2,121	6,468	6,830	7,198
	Planning and development		60	11	2,213	11	1	4	4	55	31	3	18	8	2,418	2,554	2,692
	Road transport		125	166	212	227	203	155	141	198	130	103	277	2,113	4,050	4,276	4,507
	Environmental protection																
	<b>Trading services</b>		72,518	70,169	113,641	72,182	81,866	67,218	81,181	123,908	88,712	76,713	98,314	94,514	1,045,937	1,172,728	1,260,167
Electricity		38,860	59,404	34,477	34,655	34,477	34,386	35,932	69,054	41,828	44,000	59,038	51,235	542,322	617,482	660,938	
Water		20,468	16,540	36,333	18,702	23,482	16,368	21,332	27,839	29,419	17,940	21,540	19,963	269,917	307,404	338,004	
Waste water management		6,915	6,904	10,975	8,942	10,994	6,914	11,019	17,430	7,838	8,079	8,088	5,840	109,939	116,096	122,365	
Waste management		6,693	6,865	12,929	9,883	12,913	9,551	12,897	9,586	9,628	6,694	9,647	17,476	124,759	131,746	138,860	
<b>Other</b>		653	930	2,985	1,431	1,033	1,705	1,190	2,890	915	642	1,203	1,168	16,745	17,663	18,638	
<b>Total Revenue - Standard</b>			140,576	93,439	164,601	113,724	138,205	113,087	185,545	173,496	145,274	142,869	195,243	187,118	1,793,178	1,960,758	2,100,751
<b>Expenditure - Standard</b>																	
	<b>Governance and administration</b>		25,060	31,969	29,969	26,405	30,809	29,986	23,872	35,877	30,497	31,452	31,690	86,612	414,199	504,859	565,496
	Executive and council		8,198	11,066	8,912	9,193	9,650	10,522	8,915	12,079	8,371	8,740	9,065	9,427	114,140	124,996	131,746
	Budget and treasury office		14,814	18,821	17,679	14,878	18,071	15,957	12,646	21,108	18,700	20,268	19,812	74,013	266,767	344,706	396,695
	Corporate services		2,048	2,082	3,378	2,335	3,088	3,507	2,310	2,690	3,425	2,443	2,813	3,172	33,292	35,156	37,055
	<b>Community and public safety</b>		17,046	18,147	31,798	19,458	19,920	24,212	18,591	30,404	20,492	22,658	19,216	28,394	270,336	285,475	300,891
	Community and social services		4,675	5,008	7,196	5,252	6,153	5,823	5,219	6,178	6,305	6,374	6,034	5,244	69,461	73,350	77,311
	Sport and recreation		1,079	1,979	2,809	2,382	1,529	1,212	1,121	2,196	1,310	1,679	1,327	2,298	21,822	23,044	24,288
	Public safety		9,733	10,100	20,580	10,201	10,913	14,375	10,837	20,837	11,723	13,300	10,555	19,153	162,307	171,386	180,651
	Housing		586	459	506	686	717	1,009	826	626	526	678	749	893	8,281	8,723	9,194
	Health		973	601	707	936	608	893	589	567	628	627	552	805	8,487	8,962	9,446
	<b>Economic and environmental services</b>		4,361	6,285	13,496	12,180	6,094	41,325	5,723	8,589	11,066	6,554	10,707	11,300	137,681	145,391	153,242
	Planning and development		552	586	959	1,017	991	409	455	696	656	532	681	659	8,193	8,652	9,119
	Road transport		3,809	5,689	12,537	11,164	5,103	40,916	5,268	7,893	10,410	6,022	10,026	10,641	129,488	136,739	144,123
	Environmental protection																
	<b>Trading services</b>		67,222	78,007	90,905	73,608	83,816	113,463	87,646	70,996	86,089	70,074	74,258	57,093	953,177	1,006,555	1,060,909
Electricity		45,705	47,070	51,390	42,042	42,558	44,731	52,070	40,563	49,109	44,012	50,465	30,491	540,206	570,458	601,262	
Water		10,519	19,614	21,049	18,450	26,988	45,395	21,368	19,661	19,433	17,200	11,786	12,229	243,693	257,340	271,236	
Waste water management		4,306	4,358	8,545	5,213	7,218	15,158	7,017	3,112	11,007	5,721	4,985	8,670	85,309	90,087	94,951	
Waste management		6,691	6,966	9,921	7,902	7,051	8,180	7,191	7,659	6,540	3,141	7,022	5,703	83,968	88,671	93,459	
<b>Other</b>														15,545	16,415	17,302	
<b>Total Expenditure - Standard</b>			113,688	134,408	166,168	131,651	140,639	208,986	135,833	145,866	148,144	130,738	135,871	198,944	1,790,938	1,958,695	2,097,840
<b>Surplus/(Deficit) before assoc.</b>			26,887	(40,969)	(1,567)	(17,927)	(2,434)	(95,899)	49,712	27,630	(2,870)	12,132	59,371	(11,826)	2,241	2,063	2,911
Share of surplus/ (deficit) of associate																	
1	<b>Surplus/(Deficit)</b>	26,887	(40,969)	(1,567)	(17,927)	(2,434)	(95,899)	49,712	27,630	(2,870)	12,132	59,371	(11,826)	2,241	2,063	2,911	

NW403 City Of Matlosana - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Ref	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Capital Expenditure - Standard</b>	1															
<b>Governance and administration</b>																
Executive and council		-	-	-	-	500	-	1,000	-	-	-	-	200	1,700	6,800	4,000
Budget and treasury office													-	-	-	-
Corporate services						500		1,000					-	-	-	-
<b>Community and public safety</b>																
Community and social services		306	714	450	-	-	2,016	2,880	2,566	2,508	960	36	264	1,700	6,800	4,000
Sport and recreation		36	84				216	180	1,216	1,608	60		264	12,700	6,500	4,000
Public safety		270	630	450			1,800	2,700	1,350	900	900			3,700	1,500	3,000
Housing													-	9,000	-	-
Health													-	-	5,000	1,000
<b>Economic and environmental services</b>																
Planning and development		2,167	5,057	310	132	10,491	13,031	11,526	12,853	6,552	3,862	1,583	3,390	70,954	101,184	89,187
Road transport													-	-	8,500	7,500
Environmental protection		2,167	5,057	310	132	10,491	13,031	11,526	12,853	6,552	3,862	1,583	3,390	70,954	92,684	81,687
<b>Trading services</b>																
Electricity		1,757	3,032	1,600	-	5,878	6,901	8,584	12,381	9,270	7,395	4,657	5,438	66,892	75,560	77,300
Water		1,040	1,360	1,500			2,560	3,200	2,640	2,600	1,600	2,000	3,000	21,500	21,500	34,000
Waste water management		285	665	100		3,000	1,750	3,225	5,650	2,875	2,575	2,225	1,150	23,500	28,000	14,700
Waste management		432	1,007			2,878	2,591	2,159	4,091	3,795	3,220	432	1,288	21,892	26,060	28,600
<b>Other</b>																
<b>Total Capital Expenditure - Standard</b>	2	4,230	8,803	2,360	132	16,870	21,948	23,990	27,800	18,330	12,217	6,275	9,291	152,246	190,044	174,487



NW403 City Of Matlosana - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS															
R thousand	Budget Year 2012/13							Medium Term Revenue and Expenditure Framework							
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Cash Receipts By Source	19,583	19,583	19,583	19,583	19,583	19,583	22,315	22,987	23,400	24,600	25,100	28,627	284,527 <sup>1</sup>	279,340	293,307
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - penalties & collection charges	65,000	57,000	50,000	40,263	27,000	24,000	28,000	31,000	33,300	35,000	41,000	66,657	498,220	577,935	629,949
Service charges - electricity revenue	9,000	11,000	15,000	17,000	19,000	23,000	25,000	23,000	21,000	15,000	13,000	13,849	204,849	228,407	248,963
Service charges - water revenue	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	19,328	81,028	85,566	90,186
Service charges - sanitation revenue	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166	38,928	84,754	89,500	93,975
Service charges - refuse revenue	5,500	6,520	7,890	2,590	8,540	6,890	5,740	5,480	3,350	2,580	5,890	7,786	68,736	72,585	76,505
Service charges - other	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,806	12,806	13,523	14,253
Rental of facilities and equipment	0	160	150	-	258	100	0	350	0	0	0	982	2,000	2,112	2,226
Interest earned - external investments	4,660	4,660	4,660	4,660	4,660	4,660	4,660	4,660	4,660	4,660	4,660	4,992	56,252	59,402	62,610
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	500	450	350	1,000	700	2,900	300	650	1,000	2,500	1,000	1,078	12,428	13,124	13,833
Licences and permits	750	850	500	300	250	190	200	780	1,200	1,500	750	1,255	8,525	9,002	9,489
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer receipts - operational	155,000	6,200	12,000	15,900	135,000	13,560	11,250	9,560	51,313	24,000	9,500	16,612	341,313	363,709	390,595
Other revenue	275,459	116,289	119,999	111,162	237,417	104,749	107,331	108,333	173,089	116,686	110,766	211,899	1,793,179	1,960,358	2,100,351
Cash Receipts by Source															
Other Cash Flows by Source															
Transfer receipts - capital															
Contributions recognised - capital & Contributed assets															
Proceeds on disposal of PPE															
Short term loans															
Borrowing long term/refinancing															
Increase (decrease) in consumer deposits															
Decrease (increase) in non-current debtors															
Decrease (increase) other non-current debtors															
Decrease (increase) other non-current receivables															
Total Cash Receipts by Source	275,459	116,289	119,999	111,162	237,417	104,749	107,331	108,333	173,089	116,686	110,766	211,899	1,793,179	1,960,358	2,100,351
Cash Payments by Type															
Employee related costs	19,524	21,500	23,000	26,500	32,100	34,120	35,000	36,789	37,156	45,200	41,000	53,299	405,188	432,937	462,325
Remuneration of councillors	985	1,200	1,210	1,500	1,570	1,700	1,870	1,984	1,985	1,875	1,199	2,703	19,781	21,265	23



NW403 City Of Matlosana - Supporting Table SA34a Capital expenditure on new assets by asset class

Waves City of Indragana - Supporting Table A3-4 Capital expenditure on new assets by asset class										
Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		145,666	26,103	101,635	168,644	116,443	58,820	137,846	168,244	158,987
Infrastructure - Road transport		23,558	4,832	16,854	65,094	51,553	20,580	70,954	92,684	81,687
Roads, Pavements & Bridges		23,558	4,832	16,854	65,094	51,553	20,580	70,954	92,684	81,687
Storm water										
Infrastructure - Electricity		20,514	11,757	9,329	60,397	34,606	15,005	21,500	21,500	34,000
Generation		2,621	11,346	9,329	60,397	34,606	15,005	21,500	21,500	34,000
Transmission & Reticulation										
Street Lighting		17,893	411	-				-	-	-
Infrastructure - Water		-	4,832	9,089	11,410	4,700	6,501	23,500	28,000	14,700
Dams & Reservoirs										
Water purification										
Reticulation			4,832	9,089	11,410	4,700	6,501	23,500	28,000	14,700
Infrastructure - Sanitation		90,596	3,588	10,657	26,673	24,893	16,520	21,892	26,060	28,600
Reticulation		90,596	3,588	10,657	26,673	24,893	16,520	21,892	26,060	28,600
Sewerage purification										
Infrastructure - Other		10,998	1,094	55,706	5,070	691	214	-	-	-
Waste Management		10,998	1,094	-	5,070	691	202			
Transportation										
Gas										
Other				55,706			12			
Community		5,069	7,162	14,588	14,909	5,914	1,805	12,700	6,500	4,000
Parks & gardens		953	158		2,564	2,564				
Sportsfields & stadia		352		3,730	2,000	1,350	750	9,000	-	-
Swimming pools					5,000	-	-			
Community halls		499		924						
Libraries		28	685	4,487	250	-	-			
Recreational facilities		2,514	972	4,178	3,000	2,000	901			
Fire, safety & emergency			2,245					-	5,000	1,000
Security and policing		559								
Buses										
Clinics										
Museums & Art Galleries		164	832	687	1,275	-	-			
Cemeteries			1,820	-	820	-	-	1,200	-	-
Social rental housing										
Other			471	582			154	2,500	1,500	3,000
Heritage assets		-	116	121	-	-	-	-	-	-
Buildings										
Other			116	121						
Investment properties		-	147	-	-	-	-	-	-	-
Housing development										
Other			147	-						
Other assets		26,922	-	34,025	22,606	11,247	3,797	1,700	15,300	11,500
General vehicles		6,012		11,733	2,465	398		1,700	-	-
Specialised vehicles		2,931	-	2,580	14,075	5,500	-	-	-	-
Plant & equipment				11,941						
Computers - hardware/equipment		4,216			1,662	1,671	981			
Furniture and other office equipment				896	602	270				
Abattoirs										
Markets		4,535			918	408	1,405		2,000	
Civic Land and Buildings		2,676		6,858						
Other Buildings		566		17				-	12,300	10,500
Other Land										
Surplus Assets - (Investment or Inventory)										
Other		5,986			2,884	3,000	1,411	-	1,000	1,000
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class										
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class										
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other (list sub-class)										
Total Capital Expenditure on new assets	1	177,657	33,528	150,369	206,159	133,604	64,422	152,246	190,044	174,487
Specialised vehicles		2,931	-	2,580	14,075	5,500	-	-	-	-
Refuse					14,075	5,500				
Fire		2,931		2,580						
Conservancy										
Ambulances										

**ANNEXURE "C"**

# **Quarterly projections of service delivery targets and performance indicators for each vote**



**MUNICIPAL MANAGER**

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%**  
 Service Delivery & Infrastructure Development 33.33%  
 Municipal Institutional Development and Transformation 13.33%  
 Good Governance and Public Participation 23.33%  
 Municipal Financial Viability & Management 23.33%  
 Local Economic Development 6.66%

**IDP PROJECTS**

Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
MM1	Service Delivery & Infrastructure Development	3.33%	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants for the Directorate Civil Services and Human Settlements	Spending IDP MIG grants on the Directorate Civil Services and Human Settlements at a cost of R94,646,000 by June 2013	R 87,586,723	1 2 3 4	R 0 R 0 R 47,323,000 R 94,646,000							Tender documents, Progress reports, Vote number.
MM2	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on the Directorate Civil Services and Human Settlements - Roll-Over	Spending IDP MIG roll-over grants for the Directorate Civil Services and Human Settlements at a cost of R57,264,564 by June 2013	New project	1 2 3 4	R 14,316,141 R 28,632,282 R 42,948,423 R 57,264,564							Tender documents, Progress reports, Vote number.
MM3	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Electrical & Mechanical Engineering	Spending IDP MIG / DME grants on Electrical & Mechanical Engineering at a cost of R16,000,000 by June 2013	R 18,371,000	1 2 3 4	R 0 R 4,000,000 R 12,000,000 R 16,000,000							Tender documents, Progress reports, Vote number.
MM4	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Electrical & Mechanical Engineering - Roll-Over	Spending IDP MIG / DME roll-over grants for Electrical & Mechanical Engineering at a cost of R12,241,000 by June 2013	New project	1 2 3 4	R 3,060,250 R 6,120,500 R 9,180,750 R 12,241,000							Tender documents, Progress reports, Vote number.
MM5	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Municipal and Environmental Services	Spending IDP MIG grants on Municipal and Environmental Services at a cost of R10,200,000 by June 2013	New project	1 2 3 4	R 0 R 3,400,000 R 6,800,000 R 10,200,000							Tender documents, Progress reports, Vote number.
MM6	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Economic Growth - Roll-Over	Spending IDP MIG / DME roll-over grants for Economic Growth at a cost of R1,000,000 by June 2013	R 1,000,000	1 2 3 4	R 0 R 0 R 500,000 R 1,000,000							Tender documents, Progress reports, Vote number.

MM7	Service Delivery & Infrastructure Development	3.33%	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on the Directorate Civil Services and Human Settlements	Spending IDP council funds on the Directorate Civil Services and Human Settlements at a cost of R21,500,000 by June 2013	R 15,856,873	1 2 3 4	R 0 R 0 R 10,750,000 R 21,500,000									Tender documents. Progress reports. Vote number.
MM8	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on Sanitation - Roll-Over	Spending IDP council roll-over funds on Sanitation at a cost of R12,792,306 by March 2013	New project	1 2 3 4	R 4,264,102 R 8,528,204 R 12,792,306 -									Tender documents. Progress reports. Vote number.
MM9	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on Electrical & Mechanical Engineering	Spending IDP council funds on Electrical & Mechanical Engineering (Fleet) at a cost of R4,700,000 by March 2013	New project	1 2 3 4	R 4,264,102 R 8,528,204 R 12,792,306 -									Tender documents. Progress reports. Vote number.
MM10	Service Delivery & Infrastructure Development	3.33%	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on Directorate Municipal and Environmental Services	Spending IDP council funds on the Directorate Municipal and Environmental Services at a cost of R2,500,000 by June 2013	R 7,566,708	1 2 3 4	R 0 R 0 R 1,250,000 R 2,500,000									Tender documents. Progress reports. Vote number.
OPERATIONAL																	
Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence		
MM11	Municipal Institutional Development and Transformation	3.34%	To develop and implement a 5 year strategic plan for Council to ensure effective direction	5 Year strategic plan for Council developed and implemented	Developing and implementing a 5 year strategic plan for Council at a cost of R300,000 by March 2013	Outdated strategic plan	1 2 3 4	Appointment of facilitator Strategic plan developed Council approval - Phase 1 Implemented Implementation completed							MM Resolution Strategic document Municipal Score Card Proof of payment		



MM12	Municipal Institutional Development and Transformation	3.34%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013	New project	1 2 3 4	3 months 3 months 3 months 3 months									Tenders. Advertisements. Data base. Evaluation & Adjudication committee minutes.
MM13	Municipal Institutional Development and Transformation	3.34%	To conducted quarterly reviews to comply with legislation	Conducting 4 quarterly reviews with section 56 employees by June 2013	Conducting 4 quarterly reviews with section 56 employees by June 2013	Legislatively	1 2 3 4	7 Interviews conducted 7 Interviews conducted 7 Interviews conducted 7 Interviews conducted									Assessments. Report to Council.
MM14	Municipal Institutional Development and Transformation	3.34%	To sign the Performance Agreements to comply with legislation	2013/14 Performance Agreements with section 56 employees signed	Signing 2013/14 performance agreements with section 56 employees by June 2013	Signed 2012/13 Performance Agreements	1 2 3 4	- - - 2013/14 Performance Agreements signed									Signed Agreements EM Resolution
MM15	Good Governance and Public Participation	3.34%	To approve the Annual Performance Report to comply with section 46 of the MSA	2011/12 Annual Performance Report approved by Municipal Manager	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012	Approved 2010/11 Annual Performance Report	1 2 3 4	2011/12 Annual Performance Report approved - - -									MM Resolution

MM16	Good Governance and Public Participation	3.34%	To table the Annual Report to comply with section 121 of MFMA	2011/12 Annual Report tabled before Council	Tabling the 2011/12 Annual Report before Council by 31 January 2013	Tabled 2010/11 Annual Report	1 2 3 4	- - 2011/12 Annual Report tabled -									Council Resolution
MM17	Good Governance and Public Participation	3.34%	To approve the final IDP to comply with legislation	Final 2013/14 IDP approved by Council	Approving final 2013/14 IDP by Council by May 2013	Approved 2012/13 IDP	1 2 3 4	- - - 2013/14 IDP approved									Council Resolution
MM18	Good Governance and Public Participation	3.34%	To ensure that all budget related policies and tariffs are reviewed and updated to comply with legislation	All budget related policies and tariffs reviewed and updated	Ensuring the review and update of all budget related policies (14) and tariffs (16) by May 2013	New project	1 2 3 4	- - - Approved policies (14) and tariffs (16)									Progress reports, Attendance register, notices, agendas. Council resolution
MM19	Good Governance and Public Participation	3.34%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	4 Meetings	1 2 3 4	1 1 1 1									Notice & Attendance Register
MM20	Good Governance and Public Participation	3.34%	To conduct Performance Audit Committee Meetings to ensure good governance	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	4 Meetings	1 2 3 4	1 1 1 1									Notice & Attendance Register



MM21	Good Governance and Public Participation	3.34%	To report on outstanding disclaimer and qualifications to ensure sound financial management	Number follow-up audit reported to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report and Internal Auditor's findings	Reporting with 2 follow-up audit to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2013	2 Reports	1 2 3 4	0 1 0 1									2 Follow-up Reports
MM22	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013	Outcome 9	1 2 3 4	R444,734,500 24.07% R895,469,000 48.59% R1,340,203,500 73.41% R1,790,938,000 100%								Printout from Main Ledger Account	
MM23	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013	R202,555 million	1 2 3 4	R38,834,294 25.52% R66,331,775 43.59% R83,633,731 54.96% R152,172,000 100%								Printout from Main Ledger Account	
MM24	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013	Outcome 9	1 2 3 4	R18,634,000 25% R37,268,000 50% R55,902,000 75% R74,536,000 100%								Printout from Main Ledger Account	
MM25	Municipal Financial Viability & Management	3.33%	To submit the 2011/12 Financial Statements on time to comply with legislation	2011/12 financial statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012	Submitted Statements	1 2 3 4	2011/12 Financial Statements submitted - - -								Time Table	

MM26	Municipal Financial Viability & Management	3.33%	To approve the budget in order to comply with legislation	2013/14 Budget planning process time table tabled	Tabling the 2013/14 budget planning process time table by 31 August 2012	Tabled Time Table	1 2 3 4	2013/14 Budget Process Plan tabled									Council Resolution
MM27	Municipal Financial Viability & Management	3.33%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013	Approved Budget	1 2 3 4	- - - 2013/14 Budget approved									Council Resolution
MM28	Municipal Financial Viability & Management	3.33%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013	Approved Adjustment Budget	1 2 3 4	- - 2012/13 Adjustment Budget approved									Council Resolution
MM29	Local Economic Development	3.33%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013	Jobs	1 2 3 4	300 300 300 300									Register
MM30	Local Economic Development	3.33%	To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013	Approved strategy	1 2 3 4	Public participation Councillor workshops Approved strategy									Notices Attendance Registers Report & Council Resolution Revised strategy
30 100.00%																	



## DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 10**  
 Municipal Institutional Development and Tra 41.00%  
 Municipal Financial Viability & Management 4.48%  
 Good Governance and Public Participation 54.52%

Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
2030301050608	PMS1	Municipal Institutional Development and Transformation	4.56%	To develop and implement a 5 year strategic plan for Council to ensure effective direction	5 Year strategic plan for Council developed and implemented	Developing and implementing a 5 year strategic plan for Council at a cost of R300,000 by March 2013	Outdated strategic plan	1	Appointment of facilitator							MM Resolution Strategic document
								2	Strategic plan developed							Municipal Score Card
								3	Council approval - Phase 1							Proof of payment
								4	Implementation completed							
N/A	PMS2	Municipal Institutional Development and Transformation	4.56%	To approve the draft SDBIP to comply with legislation	Draft 2013/14 SDBIP approved by Council	Approving draft 2013/14 SDBIP by Council by May 2013	Approved draft 2012/13 SDBIP	1	-							Council Resolution
								2	-							
								3	-							
								4	Draft 2013/14 SDBIP approved							
N/A	PMS3	Municipal Institutional Development and Transformation	4.56%	To approve the final SDBIP to ensure compliance with legislation	Final 2013/14 SDBIP approved by Executive Mayor	Approving final 2013/14 SDBIP by Executive Mayor (28 days after approval of budget) by June 2013	Approved 2012/13 SDBIP	1	-							Council Resolution
								2	-							
								3	-							
								4	2013/14 SDBIP approved							
N/A	PMS4	Municipal Institutional Development and Transformation	4.56%	To sign the Performance Agreements to comply with legislation	2013/14 Performance Agreements with section 57 employees signed	Signing 2013/14 performance agreements with section 57 employees by June 2013	Signed 2012/13 Performance Agreements	1	-							Signed Agreements MM Resolution
								2	-							
								3	-							
								4	2013/14 Performance Agreements signed							
N/A	PMS5	Municipal Institutional Development and Transformation	4.56%	To approve the Annual Performance Report to comply with section 46 of the MSA	2011/12 Annual Performance Report approved by Municipal Manager	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012	Approved 2010/11 Annual Performance Report	1	2011/12 Annual Performance Report approved							MM Resolution
								2	-							
								3	-							
								4	-							

N/A	PMS6	Municipal Institutional Development and Transformation	4.56%	To approve the Mid-Year Assessment Report to comply with section 72 of the MFMA	2012/13 Mid-Year Assessment Report approved by the Executive Mayor	Approving the 2012/13 Mid-Year Assessment Report by the Executive Mayor by 25 January 2012	Approved 2011/12 Mid-Year Assessment Report	1 - 2 - 3 Year Assessment Report approved 4 -											Council Resolution
N/A	PMS7	Municipal Institutional Development and Transformation	4.56%	To table the Annual Report to comply with section 121 of MFMA	2011/12 Annual Report tabled before Council	Tabling the 2011/12 Annual Report before Council by 31 January 2013	Tabled 2010/11 Annual Report	1 - 2 - 3 2011/12 Annual Report tabled 4 -											Council Resolution
N/A	IDP1	Good Governance and Public Participation	4.54%	To approve the draft IDP to comply with legislation	Draft 2013/14 IDP approved by Council	Approving draft 2013/14 IDP by Council by March 2013	Approved Draft 2012/13 IDP	1 - 2 - 3 Draft 2013/14 IDP approved 4 -											Council Resolution
N/A	IDP2	Good Governance and Public Participation	4.54%	To approve the final IDP to comply with legislation	Final 2013/14 IDP approved by Council	Approving final 2013/14 IDP by Council by May 2013	Approved 2012/13 IDP	1 - 2 - 3 - 4 2013/14 IDP approved											Council Resolution
N/A	IDP3	Good Governance and Public Participation	4.54%	To table the IDP Process Plan to indicate key deadlines	2013/14 IDP process plan tabled before Council	Tabling of 2013/14 IDP process plan before Council by August 2012	Tabled 2012/13 IDP Plan	1 Process Plan tabled 2 - 3 - 4 -											Council Resolution
N/A	IDP4	Good Governance and Public Participation	4.54%	To enhance public participation to comply with legislation	Number Rep Forum meetings conducted	Conducting 3 Rep Forum meetings by June 2013	3 Meetings	1 0 2 1 3 1 4 1											Notice & Attendance Register
N/A	IDP5	Good Governance and Public Participation	4.54%		Number community consultations meetings conducted	Conducting 3 community consultations meetings by June 2013	3 Meetings	1 1 2 0 3 1 4 1											Notice & Attendance Register



N/A	IA1	Good Governance and Public Participation	4.54%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	4 Meetings	1	1	Notice & Attendance Register
				2	1					
				3	1					
				4	1					
N/A	IA2	Good Governance and Public Participation	4.54%	To conduct Performance Audit Committee Meetings to ensure good governance	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	4 Meetings	1	1	Notice & Attendance Register
				2	1					
				3	1					
				4	1					
N/A	IA3	Good Governance and Public Participation	4.54%	To issue Performance Information Audit Reports to ensure compliance with legislation	Number performance information audit reports issued to assess the efficiency and effectiveness of performance achieved	Issuing 4 Performance information audit reports to assess the efficiency and effectiveness of performance achieved by Council by June 2013	4 Reports	1	4th Quarter report of 2011/12 performance information	Quarterly Reports
				2	1st Quarter report of 2012/13 performance information					
				3	2nd Quarter report of 2012/13 performance information					
				4	3rd Quarter report of 2012/13 performance information					
N/A	IA4	Municipal Financial Viability & Management	4.48%	To report on outstanding disclaimer and qualifications to ensure sound financial management	Number follow-up audit reported to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report and Internal Auditor's findings	Reporting with 2 follow-up audit to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2013	2 Reports	1	0	2 Follow-up Reports
				2	1					
				3	0					
				4	1					

IA5	N/A	4.54%	To issue activity reports to ensure good governance	Number activity reports issued to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans	Issuing 4 activity reports to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans by June 2013	4 Reports	1 2 3 4	1								4 Activity Reports
IA6	N/A	4.54%	To adopt the Internal Audit Charter to comply with legislation	Reviewed IA Charter adopted in accordance with IIA standards	Adopting the reviewed IA Charter (2013/14) in accordance with IIA standards by June 2013	Reviewed Audit Charter 2012/13	1 2 3 4	- - - Reviewed 2013/14 Audit Charter								Reviewed 2013/14 Internal Audit Charter
IA7	N/A	4.54%	To facilitate the Risk Assessment workshop to ensure good governance and to comply with legislation	2013/14 Risk Assessment workshop facilitated on emerging risks	Facilitating the 2013/14 Risk Assessment workshop with Council departments on emerging risks by June 2013	2 Workshop	1 2 3 4	- - - 2013/14 Risk Assessment Workshop facilitated								Programme Notice & Attendance Register Updated Risk Report to Risk Management Committee
IA8	N/A	4.54%	To submit a Risk Based Audit Plan to ensure	3-Year Risk Based Audit Plan submitted to the Audit Committee for approval	Submitting a 3-Year Risk Based Audit Plan 2013/14 to the Audit Committee for approval by June 2013	Existing plan	1 2 3 4	- - - Approved 3-Year Risk Based Audit Plan 2013/14								Risk Based Audit Plan approved by Audit Committee
IA9	N/A	4.56%	To continue with Professional Development to enhance knowledge, skills and other competencies of Internal Audit staff	2013/14 Continuous Development Program for approval by Director Strategic Planning, Monitoring and Control	Develop the 2013/14 Continuous Development Program for approval by Director Strategic Planning, Monitoring and Control by June 2013	Existing programme	1 2 3 4	- - - Approved 2013/14 Continuous Development Program								Continuing Professional Development program
IA10	N/A	4.56%	To conduct quality assurance improvement programme to comply with legislative requirements	Peer-to-peer quality assurance and improvement programme performed	Performing a peer-to-peer quality assurance and improvement programme by March 2013	New project	1 2 3 4	- - Assessment Report -								Assessment report
		22	100.00%													



## DIRECTORATE CIVIL SERVICES AND HUMAN SETTLEMENTS

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) =**  
Service Delivery & Infrastructure Development 100%

## IDP PROJECTS

Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
203525 401 3605	ROA1	Service Delivery & Infrastructure Development	1.785%	To provide main storm water drainage to ensure new infrastructure and better service delivery	Km main storm water drainage constructed in Jouberton (Phase 3) from Tshepong Hospital to Schoonspruit river	Constructing a 2 km main storm water drainage in Jouberton (Phase 3) from Tshepong Hospital to Schoonspruit river at a cost of R3,000,000 by December 2012	2.5 Km	1	1 km open storm water channel							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	1 km open storm water channel - Project completed							
								3	-							
								4	-							
								1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
203525 401 4531	ROA2	Service Delivery & Infrastructure Development	1.785%	To provide main storm water drainage to ensure new infrastructure and better service delivery	Km main storm water drainage (sub surface) constructed in Jouberton (Phase 4)	Constructing a 2 km main storm water drainage (sub surface) in Jouberton (Phase 4) at a cost of R6,000,000 by June 2013	2 Km	2	Appointment of contractor & Construction (0. km)							
								3	1 km open storm water channel							
								4	1 km open storm water channel							
								1	Construction (0.6 km)							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment.
								2	2.5 km Road paved							
203525 401 4531	ROA3	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Jouberton (Phase 4B)	Paving of 5.1 km taxi routes and upgrading of storm water drainage system as per program in Jouberton (Phase 4B) at a cost of R6,800,000 by March 2013	Roll-Over	3	5.1 Km Road paved - project completed							
								4	-							
								1	Construction (0.6 km)							

ROA4	203525 401 4507	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Jouberton (Phase 5)	Paving of 5.1 km taxi routes and upgrading of storm water drainage system as per program in Jouberton (Phase 5) at a cost of R5,500,000 by June 2013	Phase 4 completed - 5.97 km	1	SCM Process								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction (1.5 km)								
								3	3 km Road paved								
								4	5.1 Km Road paved - project completed								
ROA5		Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Jouberton (Phase 6)	Paving of 5.5 km taxi routes and upgrading of storm water drainage system as per program in Jouberton (Phase 6) at a cost of R13,000,000 by June 2013	Phase 4 completed - 5.97 km	1	Planning, Design & SCM Process								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction								
								3	3 km Road paved								
								4	2.5 Km Road paved - project completed								
ROA6	203525 401 4510	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Tigane (Phase 5)	Paving of 3.2 km taxi routes and upgrading of storm water drainage system as per program in Tigane (Phase 5) at a cost of R4,000,000 by June 2013	Phase 4 nearly completed - 2.3 km	1	SCM Process								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction (0.5 km)								
								3	2 km Road paved								
								4	3.2 Km Road paved - project completed								
ROA7		Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Tigane (Phase 6)	Paving of 3.5 km taxi routes and upgrading of storm water drainage system as per program in Tigane (Phase 6) at a cost of R7,200,000 by June 2013	Phase 4 completed - 2.3 km	1	Planning, Design & SCM Process								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction								
								3	1.5 km Road paved								
								4	2 Km Road paved - project completed								



	ROA8	Service Delivery & Infrastructure Development	1.785%	To construct stone pitching and lining of storm water drainage to ensure the speedy flow of water during raining seasons	Km stone pitching constructed and km of storm water drainage lined in Khuma (Phase 2)	Constructing 1.5 km stone pitching and lining 1.5 km of storm water drainage in Khuma (Phase 2) at a cost of R3,757,000 by June 2013	3 Km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction							
								3	0.75 km open storm water							
								4	0.75 km open storm water channel - Project completed							
203525 401 4509	ROA9	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Khuma (Phase 5)	Paving of 3.4 km taxi routes and upgrading of storm water drainage systems per program in Khuma (Phase 5) at a cost of R4,000,000 by June 2013	Phase 4 completed - 3.675 Km	1	SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction (0.7 km)							
								3	2 km Road paved							
								4	3.4 Km Road paved - project completed							
	ROA10	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Khuma (Phase 6)	Paving of 3.5 km taxi routes and upgrading of storm water drainage systems per program in Khuma (Phase 6) at a cost of R7,200,000 by June 2013	Phase 4 completed - 3.675 Km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction (1.5 km)							
								3	1.5 km Road paved							
								4	2 Km Road paved - project completed							

203525 401 4530	ROA11	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Alabama (Phase 4)	Paving of 2.6 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 4) at a cost of R4,000,000 by June 2013	Phase 3 completed	1 2 3 4	SCM Process Appointment of contractor & Construction (0.6 km) 1.5 km Road paved 2.6 Km Road paved - project completed							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
	ROA12	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Alabama (Phase 5)	Paving of 3.5 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 5) at a cost of R7,200,000 by June 2013	Phase 3 completed	1 2 3 4	Planning, Design & SCM Process Appointment of contractor & Construction (1.5 km) 1.5 km Road paved 2 Km Road paved - project completed							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
	ROA13	Service Delivery & Infrastructure Development	1.785%	To construct stone pitching and lining of storm water drainage to ensure the speedy flow of water during raining seasons	Km stone pitching constructed and km of storm water drainage lined in Kanana (Phase 2)	Constructing 1.5 km stone pitching and lining 1.5 km of storm water drainage in Kanana (Phase 1) at a cost of R5,000,000 by June 2013	New project	1 2 3 4	Planning, Design & SCM Process Appointment of contractor & Construction 0.75 km open storm water channel 0.75 km open storm water channel - Project completed							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
203525 401 4537	ROA14	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Kanana (Lenong Road)	Paving of 1.55 km and 1.4km rehabilitation of taxi routes and upgrading of storm water drainage system in Kanana (Lenong Road)(Phase 2B) at a cost of R2,957,973 by March 2013	Rolled-Over from 2010/11 Financial Year	1 2 3 4	SCM Process Appointment of contractor 1.55 Km Road paved and 1.4 km rehabilitation - project completed							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.



203525 4014508	ROA15	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Kanana (Phase 5)	Paving of 3,249 km taxi routes and upgrading of storm water drainage system as per program in Kanana (Phase 5) at a cost of R4,000,000 by June 2013	Phase 4 completed -3,431 km	1	SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
								2	Appointment of contractor & Construction (0.6 km)							
								3	1.8 km Road paved							
								4	3,249 Km Road paved - project completed							
ROA16	Service Delivery & Infrastructure Development	1.785%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Kanana (Phase 6)	Paving of 3.5 km taxi routes and upgrading of storm water drainage system as per program in Kanana (Phase 6) at a cost of R7,200,000 by June 2013	Phase 4 completed -3,431 km	1	Planning, Design & SCM Process								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
							2	Appointment of contractor & Construction (1.5 km)								
							3	1.5 km Road paved								
							4	2 Km Road paved - project completed								
ROA17	Service Delivery & Infrastructure Development	1.785%	To rehabilitate old landfill sites to ensure a safer environment	Old landfill sites rehabilitated	Rehabilitating of old landfill sites at Stilfontein, Klerksdorp and Orkney at a cost of R14,196,668 by June 2013	Investigations completed by professional service providers	1	SCM Process & Appointment of contractor								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment.
							2	Klerksdorp rehabilitated								
							3	Stilfontein rehabilitated								
							4	Orkney rehabilitated								
WAT1	Service Delivery & Infrastructure Development	1.785%	To improve bulk water supply in Khuma to ensure a basic water service	Bulk water supply improved with a new 10 Ml reservoir for Khuma proper	Improving bulk water supply with a new 10 Ml reservoir for Khuma proper at a cost of R7,500,000 and R4,000,000 (counter funding) by June 2013	New project	1	Construction 2,5 m height								Appointment letter. Payment certificates. Certificate of practical completion. Proof of payment. Vote number.
							2	Construction 2,5 m height								
							3	Construction 2,5 m height								
							4	Construction 2,5 m height - 10 Ml reservoir completed								

WAT2	204015 401 3023	Service Delivery & Infrastructure Development	1.785%	To supply water to rural schools and clinics to improve service delivery in rural settlements	Water supplied to 4 rural schools and 2 clinics as per program in the KOSH area	Supplying water to 4 rural schools and 2 clinics as per program in the KOSH area at a cost of R2,000,000 by June 2013	New project	1 2 3 4	SCM Process Construction stage Drilling of bore holes Project completed							Appointment letter. Payment certificates. Certificates of practical completion.
WAT3	204015 401 3019	Service Delivery & Infrastructure Development	1.785%	To increase capacity of the zinc tank in Tigane ext 4 to meet water demand	M <sup>3</sup> capacity increased of the current zinc tank in Tigane ext 4	Increasing the capacity of the current 0.25 M <sup>3</sup> zinc tank in Tigane ext 4 to a 0.5 M <sup>3</sup> zinc tank at a cost of R1,440,960 by December 2012	0.25 M <sup>3</sup> zinc tank	1 2 3 4	Construction stage 0.5 M <sup>3</sup> zinc tank completed - -							Recommendation & Appointment letter. Zinc tank. Proof of payment
WAT4	204015 601 3004	Service Delivery & Infrastructure Development	1.785%	To improve bulk water supply in Khuma (Phase 2) to ensure a basic water service	Bulk water supply improved with a water pressure tower (± 10.8m) (Phase 2) for Khuma proper	Supplying bulk water pressure tower (± 10.8m) (Phase 2) to Khuma at a cost of R144,324 by September 2012	Phase 1 completed	1 2 3 4	Bulk water pressure tower (± 10.8m) completed - - -							Invoices. Pictures. Pressure tower. Proof of payment
WAT5	204015 401 3023	Service Delivery & Infrastructure Development	1.785%	To improve bulk water supply in Khuma (Phase 2B) to ensure a basic water service	Bulk water supply improved with a water pressure tower (± 10.8m) (Phase 2B) for Khuma proper	Supplying bulk water pressure tower (± 10.8m) (Phase 2B) to Khuma at a cost of R3,962,121 by September 2012	Phase 1 completed	1 2 3 4	Bulk water pressure tower (± 10.8m) completed - - -							Invoices. Pictures. Pressure tower. Proof of payment



WAT6	Service Delivery & Infrastructure Development	1.785%	To supply water from Dawkinsville reservoir to Goudkoppe (N12) to improve the basic water service	Supplying water from Dawkinsville reservoir and the installing bulk line services (± 4.5 km) to Goudkoppe (N12 East areas)(Phase 2) of R4,000,000 by June 2013	Phase 1 completed	1	SCM Process											Tender document.
						2	Construction - 2 km pipes laid											Appointment of contractors.
						3	Construction - 2 km pipes laid											Invoices.
						4	Construction - 0.5 km pipes laid - Project completed											Physical construction 4.5 km pipes laid
WAT7	Service Delivery & Infrastructure Development	1.785%	To improve water quality for the community	Chlorine station refurbished	Old existing equipment	1	SCM Process											Tender document
						2	Ou Dorp, Jouberton and Orkney reservoir chlorine stations refurbished											Appointment letter.
						3	Dawkinsville, Murranti and Doringkruin reservoir chlorine stations refurbished											Certificates. New chlorine boosters
						4	Mines Road and Mooi street reservoir chlorine stations refurbished - Project completed											Proof of payment. Vote number.
WAT8	Service Delivery & Infrastructure Development	1.785%	To upgrade telemetry software system to ensure sustainable water flow	Telemetry software system upgraded		1	SCM Process											Resolution
						2	Telemetry software system upgraded											Appointment letter
						3	-											Certificates
						4	-											Updated telemetry system
WAT9	Service Delivery & Infrastructure Development	1.785%	To install water line at N12 areas to ensure the sufficient supply of water	Number of km Water lines at the N12 areas installed		1	SCM Process											Proof of
						2	Construction - 1 km pipes laid											Tender document.
						3	Construction - 1 km pipes laid											Appointment of contractors.
						4	Construction - 1 km pipes laid - Project completed											Invoices. Physical construction 3 km pipes laid - Vote number

207515 401 2408	SAN1	Service Delivery & Infrastructure Development	1.785%	To increase the holding capacity at the WWTP in Hartbeesfontein to ensure the effluent standards meet the requirements	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1)	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1) civil works to the capacity from 4Mt to 8Mt /day at a cost of R13,459,186 by September 2012	Continuation - R5,722,000 spent during 2010/2011	1	Construction - civil works completed							Work breakdown schedule.
								2	-							Appointment of contractors.
								3	-							Invoices.
								4	-							Physical construction.
																Vote number
	SAN2	Service Delivery & Infrastructure Development	1.785%	To increase the holding capacity at the WWTP in Hartbeesfontein to ensure the effluent standards meet the requirements	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1)	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1) mechanical works to the capacity from 4Mt to 8Mt /day at a cost of R14,392,332 by March 2013		1	SCM Process							Work breakdown schedule.
								2	Manufacture and supply mechanical equipment							Appointment of contractors.
								3	Mechanical works completed							Invoices.
								4	-							Physical construction.
																Vote number
	SAN3	Service Delivery & Infrastructure Development	1.785%		Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 2)	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 2) mechanical and electrical works as per tender document (counter funding) to the capacity from 4Mt to 8Mt /day at a cost of R5,292,306 and R7,500,000 (R12,792,306) by March 2013	Roll-Over	1	SCM Process							Work breakdown schedule.
								2	Manufacture and supply mechanical equipment							Appointment of contractor.
								3	Mechanical & Electrical works completed							Invoices.
																Physical construction work
								4	-							
CAPITAL PROJECTS																
Vote No.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
203525 403 5128	ROA18	Service Delivery & Infrastructure Development	1.785%	To reseal roads to maintain the existing road infrastructure	Km roads resealed in the KOSH area	Resealing of 6 km roads in the KOSH as per programme at a cost of R5,700,000 by December 2012	Roll-Over	1	2 km Resealed							Priority list.
								2	6 km Resealed - Project completed							Appointment letter.
								3	-							Certificates.
								4	-							Physical road resealed.
																Proof of
203525 603 5114	ROA19	Service Delivery & Infrastructure Development	1.785%	To reseal roads to maintain the existing road infrastructure	Km roads resealed in the KOSH area	Resealing of 5 km roads in the KOSH at a cost of R4,115,610 by December 2012	Roll-Over	1	2 km Resealed							Priority list.
								2	5 km Resealed - Project completed							Appointment letter.
								3	-							Certificates.
								4	-							Physical road resealed.
																Proof of



2012/13 Service Delivery and Budget Implementation Plan

WAT14	N/A	Service Delivery & Infrastructure Development	1.785%	To provide basic municipal services (National Indicator)	Nr. of household backlogs without the access to basic level of water - Rural Settlements	1,234 Household backlogs without the access to basic level of water by June 2013 - <b>Rural Settlements</b>	1,439	1	1,439								Water lay-out plan
								2	1,373								
								3	1,307								
								4	1,234								
WAT15	N/A	Service Delivery & Infrastructure Development	1.785%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Rural Settlements	205 Water backlogs eliminated by June 2013 - <b>Rural Settlements</b>	405	1	0								Water lay-out plan
								2	66								
								3	132								
								4	205								
WAT16	2040051105104	Service Delivery & Infrastructure Development	1.785%	To clean reservoirs to comply with legislation	Number of reservoirs cleaned	Cleaning 40 reservoirs in the KOSH area at a cost of R500,000 and R527,000 by June 2013	39 Reservoirs	1	20								Register Vote number
								2	0								
								3	0								
								4	20								
WAT17	204005 105 3645	Service Delivery & Infrastructure Development	1.785%	To revise water related policy to comply with legislation	Water Management Policy revised	Revising the Water Management Policy at a cost of R500,000 by June 2013	Approved policy	1	DWARF approval								Draft policy document DWARF approval letter Attendance register Council resolution
								2	Task Team & workshops								
								3	Draft policy completed								
								4	Water Management Policy approved								
WAT18	N/A	Service Delivery & Infrastructure Development	1.785%	To obtain Blue Drop status to improve water quality and water management	A minimum standard of 95% Blue Drop status obtained	Obtaining a minimum standard of 95% Blue Drop status by June 2013	95.38% Status	1	Monthly compliance documentation submitted								Copy of Application. Blue Drop Status. Feedback report. BDS System.
								2	Monthly compliance documentation submitted								
								3	Monthly compliance documentation submitted								
								4	Blue Drop status obtained								



SAN4	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr and % of households with access to basic level of sanitation - Urban Settlements	116,399 and 100% of households with access to basic level of sanitation by June 2013 - Urban Settlements	116,250	99.10%	1	116,360	99.97%	Register
								2	116,370	99.98%	
								3	116,380	99.9%	
								4	116,399	100%	
SAN5	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr. of household backlogs without access to basic level of sanitation - Urban Settlements	0 Household backlogs without access to basic level of sanitation by June 2013 - Urban Settlements	100		1	25		Register
								2	25		
								3	25		
								4	25		
SAN6	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Urban Settlements	100 Backlogs eliminated by June 2013 (bucket eradication). Completion of incomplete toilets - Urban Settlements			1	25		Register
								2	25		
								3	25		
								4	25		
SAN7	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr and % of households with access to basic level of sanitation - Rural Settlements	416 and 100% of households with access to basic level of sanitation by June 2013 - Rural Settlements	100%		1	416	100%	Register
								2	416	100%	
								3	416	100%	
								4	416	100%	
SAN8	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr. of household backlogs without the access to basic level of sanitation - Rural Settlements	Zero household backlogs without the access to basic level of sanitation by June 2013 - Rural Settlements	0		1	0		Register
								2	0		
								3	0		
								4	0		
SAN9	N/A	1.785%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Rural Settlements	Zero backlogs eliminated by June 2013 - Rural Settlements	201		1	0		Register
								2	0		
								3	0		
								4	0		
SAN10	N/A	1.785%	To maintain main sewer to ensure maintenance of main sewers throughout the year	Km of main sewers leaned	Cleaning 20 km of main sewers as per program in the KOSH area by June 2013	15km		1	5 km		Register. Programme. Proof of payment.
								2	5 km		
								3	5 km		
								4	5 km		
SAN11	N/A	1.785%	To obtain Green Drop status for improved waste water quality management	A minimum standard of 95% Green Drop status obtained	Obtaining a minimum standard of 95% Green Drop status by June 2013	90% Status		1	-		Copy of Application. Blue Drop Status. Feedback report. BDS
								2	-		
								3	-		
								4	Green Drop status obtained		

N/A	TBS1	Service Delivery & Infrastructure Development	1.785%	To approve building plans to comply with legislation	Number of building plans approved	Approving 800 building plans in terms of the National Building Regulations by June 2013	700 Approved plans	1	200							Excel Data base.
								2	200							Actual plans.
								3	200							Proof of payment.
								4	200							
N/A	TBS2	Service Delivery & Infrastructure Development	1.785%		Number of building plan applications received	Receiving 600 building plan applications for residential additions by June 2013	450 Applications received	1	150							Excel Data base.
								2	150							Actual plans.
								3	150							Proof of payment.
								4	150							
203510 110 3622	TBS3	Service Delivery & Infrastructure Development	1.785%	To maintain the GIS system to enhance service delivery	GIS system maintained	Maintaining the GIS system for the KOSH area at an amount of R200,000 by June 2013	Existing system	1	Closed quotation							Closed quotations
								2	GIS system maintained							Update report
								3	-							Proof of payment
								4	-							
HOUSING SERVICES																
VOTE: HOUSING SERVICES																
OPERATIONAL																
Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Comments	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence	
202005 105 1224	HOU1	Service Delivery & Infrastructure Development	1.785%	To registered and deregistered Title Deeds to ensure secure tenure and ownership of houses	Number of Title Deeds of pre 1994 old stock houses transferred through the Deeds Office to the beneficiaries	Transferring 1,825 Title Deeds of pre 1994 old stock houses through the Deeds Office to the beneficiaries at a cost of R200,000 by June 2013	3,975 Title Deeds	1	456						Title Deeds.	
								2	456						Expenditure vote	
								3	456							
								4	457							
202005 105 0909	HOU2	Service Delivery & Infrastructure Development	1.785%	De-registering of Title Deeds	De-registering of Title Deeds in Kanana and Jouberton at a cost of R200,000 by June 2013			1	Identify beneficiaries						De-registration record	
								2	Advertise in newspaper of intent						Proof of payments	
								3	Obtain court order						Venus System	
								4	De-registration process completed							
202005 105 4550	HOU3	Service Delivery & Infrastructure Development	1.785%	To promote housing consumer education	Housing consumer education for the community conducted	Conducting 2 housing consumer education sessions in the KOSH area at a cost of R150,000 by June 2013	New project	1	0						Attendance register	
								2	1							
								3	0							
								4	1							
										56 100.00%						



## DIRECTOR ELECTRICAL AND MECHANICAL ENGINEERING

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%  
Service Delivery & Infrastructure Development

100%

Infrastructure Delivery & Infrastructure Development

IDP PROJECTS

Vote Nr	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
205015 401 2410	ELE1	Service Infrastructure & Delivery	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Kanana</b> (Phase 4)	Installing 8 high mast lights in Kanana (ward 22-26)(phase 4) at a cost of R600,000 by June 2013	Phase 3 completed	1	Manufacturing of 8 high mast lights							8 High Mast Lights & Proof of Payment
								2	Civil Works							Close-out report from consultant
								3	8 High mast lights erected							Handover certificate
								4	Electrical reticulation and commissioning							
205015 401 2411	ELE2	Service Infrastructure & Delivery	5.88%		High mast lights installed in <b>Jouberton Ext 24</b> (Phase 1)	Installing 5 high mast lights in Jouberton extension 24 (ward 12)(phase 1) at a cost of R300,000 by June 2013	To maintain the existing infrastructure	1	Manufacturing of 5 high mast lights							5 High Mast Lights & Proof of Payment
								2	Civil Works							Close-out report from consultant
								3	5 High mast lights erected							Handover certificate
								4	Electrical reticulation and commissioning							
205015 401 6018	ELE3	Service Infrastructure & Delivery	5.88%	To upgrade mechanical and electrical equipment at pump station to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment installed at pump station in <b>Ellaton</b> upgraded	Upgrading of 1 mechanical and electrical equipment in pump station (Volume 3) at Ellaton (ward 8 & 29) to the amount of R2,422,000 by December 2012	Volume 2 completed and 90% of Volume 3 completed	1	Manufacturing of equipment							Upgraded Network & Proof of Payment
								2	Installation and commissioning - Project completed							Close-out report from consultant
								3	-							Handover certificate
								4	-							
205015 401 0905	ELE4	Service Infrastructure & Delivery	5.88%	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in <b>Jouberton Ext 24</b> (Phase 2) electrified	Electrification of 1,192 houses in Jouberton Ext 24 (ward 12)(Phase 2) at a cost of R8,719,000 by June 2013	Material purchased from 2011/2012 top-up council funds (205015 403 1207)	1	Material ordered							Upgraded Network & Proof of Payment
								2	Construction							Close-out report from consultant
								3	415 Houses electrified							Handover certificate
								4	777 Houses electrified - Project completed							
	ELE5	Service Infrastructure & Delivery	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Kanana</b> (Phase 5)	Installing 8 high mast lights in Kanana (ward 22-26)(phase 5) at a cost of R2,000,000 by June 2013	Phase 3 completed - running concurrently with phase 4	1	Appointment of consultant and contractor							Appointment letters of consultant & contractor
								2	Material ordered and civil works							8 High Mast Lights & Proof of Payment
								3	8 High mast lights erected							Close-out report from consultant
								4	Electrical reticulation and commissioning							Handover certificate

ELE6	5.88%	Service Delivery & Infrastructure Development	To install high mast lights to better service delivery	High mast lights installed in Jouberton Ext 24 (Phase 2)	Installing 8 high mast lights in Jouberton extension 24 (ward 12)(phase 2) at a cost of R2,000,000 by June 2013	Phase 1 running concurrently with phase 2	1	Appointment of consultant and contractor												Appointment letters of consultant & contractor 8 High Mast Lights & Proof of Payment Close-out report from consultant Handover certificate
							2	Material ordered and civil works												
							3	8 High mast lights erected												
							4	Electrical reticulation and commissioning												
ELE7	5.88%	Service Delivery & Infrastructure Development	To install high mast lights to better service delivery	High mast lights installed in Tigane (Phase 2)	Installing 8 high mast lights in Tigane (wards 1 & 2)(phase 2) at a cost of R2,000,000 by June 2013	To maintain the existing infrastructure	1	Appointment of consultant and contractor												Appointment letters of consultant & contractor 8 High Mast Lights & Proof of Payment Close-out report from consultant Handover certificate
							2	Material ordered and civil works												
							3	8 High mast lights erected												
							4	Electrical reticulation and commissioning												
ELE8	5.88%	Service Delivery & Infrastructure Development	To install high mast lights to better service delivery	High mast lights installed in Alabama Ext 3 (Phase 1)	Installing 8 high mast lights in Alabama extension 3 (ward 4)(phase 1) at a cost of R2,000,000 by June 2013	To maintain the existing infrastructure	1	Appointment of consultant and contractor												Appointment letters of consultant & contractor 8 High Mast Lights & Proof of Payment Close-out report from consultant Handover certificate
							2	Material ordered and civil works												
							3	8 High mast lights erected												
							4	Electrical reticulation and commissioning												
ELE9	5.88%	Service Delivery & Infrastructure Development	To upgrade mechanical and electrical equipment at pump stations to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment at pump stations to be upgraded	Upgrading of 5 mechanical and electrical equipment in pump stations (Volume 4) at Rietkuil - Jouberton (ward 12); Linda, Lorraine and Tigane - Tigane (wards 1 & 2) and Alabama (wards 3 & 4) to the amount of R8,000,000 by June 2013	Volume 2 completed and 90% of Volume 3 completed	1	Appointment of consultant and contractor												Appointment letters of consultant & contractor 5 Upgraded Networks & Proof of Payment Close-out report from consultant Handover certificate
							2	Material ordered and civil works												
							3	Manufacturing of equipment												
							4	Installation and commissioning - Project completed												
ELE10	5.88%	Service Delivery & Infrastructure Development	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in Jouberton Ext 24 (Phase 3) electrified	Electrification of 18 houses in Jouberton Ext 24 (ward 12)(Phase 3) at a cost of R180,000 by March 2013	Phase 2 running concurrently with phase 3	1	Material ordered												8 High mast lights Proof of Payment / Expenditure Vote Close-out report from consultant
							2	Construction 18 Houses												
							3	Project electrified - Project completed												
							4	-												



	ELE11	Service Delivery & Infrastructure Development	5.88%	To upgrade Jouberton main substation to ensure adequate supply of electricity	Jouberton main substation upgraded	Upgrading of Jouberton main substation building with a 68m² extension and additional 2 x 11 KV panels to the amount of R1,320,000 by June 2013	Existing substation building with 11 KV panels		1	Appointment of contractor	Appointment letters of contractor								Appointment letters of contractor						
									2	Material ordered and civil works	m² Building extension and 2 additional 11KV panels														
									3	Manufacturing of equipment	11KV panels														
									4	Installation and commissioning - Project completed	& Proof of Payment								Close-out report from department						
CAPITAL PROJECTS																									
203005 603 6303	ELE12	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of 1 truck with sound system for the Imbizo's and 2 x 1400 bakkies for Speaker's Office at a cost of R1,700,000 by March 2013	New project	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	SCM Process								Tender document							
									2	1 Truck and 2 bakkies purchased - Project completed								Orders issued.							
									3									1 Truck with sound system & 2 Bakkies							
	ELE13	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of vehicles / trucks from Fleet Africa at a cost of R3,000,000 by December 2012	Lease Agreement with Fleet Africa	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	Finalization of lease contract															Lease Agreement
									2	Vehicles / Trucks purchased - Project completed															4 Vehicles
									3																Proof of payment.
							4										Vote number.								
OPERATIONAL																									
N/A	ELE14	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	% of households with access to basic level of electricity	99.29% of households with access to basic level of electricity by June 2013 - Urban Settlement	98%	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	97%								Register							
									2	98%															
									3	99%															
	ELE15	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of households with access to basic level of electricity	168,663 Households with access to basic level of electricity by June 2013 - Urban Settlement	Households	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	167,769															Register
									2	168,663															
									3	168,663															
	ELE16	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of backlogs with the access to basic level of electricity	1,192 Backlogs with the access to basic level of electricity by June 2013 - Urban Settlement	Backlogs	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	298															Register
									2	894 - Project completed															
									3	-															
	ELE17	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of backlogs with the access to basic level of electricity	1,620 Backlogs with the access to basic level of electricity by June 2013 - Rural Settlement (Jurisdiction of Eskom)	New project	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence								
									1	Report to Eskom															Letter to Eskom
									2	-															
									3	-															
							4	Report to Eskom																	

**DIRECTOR MUNICIPAL & ENVIRONMENTAL SERVICES**

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA 100%**

Service Delivery & Infrastructure Development 82.35%

Municipal Financial Viability & Management 11.77%

Municipal Institutional Development and Transformation 5.88%

**IDP PROJECTS**

Vote Nr	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
203505 401 3604	PAR1	Service Infrastructure & Delivery	2.94%	To develop Jouberton regional cemetery to enhance service delivery	Jouberton regional cemetery infrastructure developed	Developing the infrastructure (1 abutment facility, 1 water supply and 1,6 km fencing) at Jouberton regional cemetery at a cost of R1,200,000 by March 2013	Existing cemetery	1	SCM Process							SCM Process
								2	1,6 km Fencing and water supply completed							Abutment Block
								3	Abutment block completed - Project completed							1,6 km Fence New
								4	-							Equipment, Register & Proof of Payment
203505 603 3903	PAR2	Service Infrastructure & Delivery	2.94%	To equip an environmental education centre at Faan Meinjies to ensure capacity building in the community	Environmental educational centre at Faan Meinjies Nature Reserve (additional funding) equipped	Equipping the environmental educational centre at Faan Meinjies Nature Reserve (additional funding) at a cost of R2,500,000 by March 2013	Roll Over	1	SCM Process							New
								2	Equipped centre							Equipment, Register & Proof of Payment
								3	Project completed							
								4	-							
202515 105 2412	LIB1	Service Infrastructure & Delivery	2.94%	To address shortcomings by improve library services and maintenance	Shortcomings at various libraries addressed according to the approved project business plan	Addressing shortcomings at various libraries according to the approved project business plan at a cost of R400,000 by June 2013	New project	1	-							Reports to province.
								2	-							Proof of payment.
								3	R 100,000							Vote numbers.
								4	R 400,000							
201590 601 0302	LIB2	Service Infrastructure & Delivery	2.94%	To provide a library service in Khuma to provide educational and recreational facilities for the intellectual upliftment of the community	m <sup>2</sup> community library in Khuma Ext 8 built	Building a 681,39m <sup>2</sup> community library in Khuma Ext 8 at a cost of R1,658,556 by September 2012	Project 90% completed	1	681,39m <sup>2</sup> Library completed							Minutes & variation orders.
								2	-							Com100 forms with pictures.
								3	-							Payment certificates.
								4	-							Completion
202515 603 1203	LIB3	Service Infrastructure & Delivery	2.94%	To equip library in Tigane to provide educational and recreational facilities for the intellectual upliftment of the community	Erected community library in Tigane Extension 3 equipped	Equipping the erected 798,779m <sup>2</sup> library in Tigane Extension 3, as per requirement list, at a cost of R1,200,000 by June 2013	Roll-Over 798,779m <sup>2</sup> Library built	1	SCM Process							Requirement list & Proof of Payment
								2	Tigane library equipped as per requirement list							
								3	-							
								4	-							



N/A	SPO1	Service Delivery & Infrastructure Development	2.94%	To upgrade Council sport facilities to maintain aging infrastructure	Kanana sport stadium upgraded	Upgrading of the Kanana sport stadium as per business plan at cost of R2,000,000 by June 2013	Existing stadiums	1	SCM Process								Program. Quotations & Invoices. Upgraded stadiums. Proof of Payment			
								2	Manufacturing of equipment											
								3	Upgrading 50% completed											
								4	Kanana sport stadium upgraded											
N/A	SPO2	Service Delivery & Infrastructure Development	2.94%	To upgrade Council sport facilities to maintain aging infrastructure	Khuma sport stadium upgraded	Upgrading of the Khuma sport stadium as per business plan at cost of R3,000,000 by June 2013	Existing stadiums	1	SCM Process								Program. Quotations & Invoices. Upgraded stadium. Proof of Payment			
								2	Manufacturing of equipment											
								3	Upgrading 50% completed											
								4	Khuma sport stadium upgraded											
N/A	SPO3	Service Delivery & Infrastructure Development	2.94%	To upgrade Council sport facilities to maintain aging infrastructure	Alabama sport stadium upgraded	Upgrading of the Alabama sport stadium as per business plan at cost of R2,000,000 by June 2013	Existing stadiums	1	SCM Process								Program. Quotations & Invoices. Upgraded stadium. Proof of Payment			
								2	Manufacturing of equipment											
								3	Upgrading 50% completed											
								4	Alabama sport stadium upgraded											
N/A	SPO4	Service Delivery & Infrastructure Development	2.94%	To upgrade Council sport facilities to maintain aging infrastructure	Tigane stadium upgraded	Upgrading of the Tigane stadium as per program at cost of R2,000,000 by June 2013	Existing stadiums	1	SCM Process								Program. Quotations & Invoices. Upgraded stadium. Proof of Payment			
								2	Manufacturing of equipment											
								3	Upgrading 50% completed											
								4	Tigane sport stadium upgraded											
200505 401 1504	FIR1	Service Delivery & Infrastructure Development	2.94%	To purchase fire bush units to improve service and quality of life	Number of 4x4 bush fire units purchased	Purchasing 2 4x4 bush fire units for the KOSH area for fighting fire at a cost of R1,200,000 by December 2012	New project	1	SCM Process								SCM Process			
								2	2 4x4 bush fire units purchased								2 4x4 Bush fire units			
								3	-								Register & Proof of Payment			
								4	-											
OPERATIONAL																				
Vote Nr	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence				
2015051053306	PAR3	Service Delivery & Infrastructure Development	2.94%	To manage the airport effectively to comply with legislation	Annual airport license approved	Renewing the annual PC Pelser Airport license to obtain authority to operate an airport at a cost of R4,611 by June 2013	Approved License	1	-							Approved License				
								2	-											
								3	-											
								4	License approved											

PAR4	Service Delivery & Infrastructure Development	2.94%	To manage the airport effectively to comply with legislation	Number of inspections conducted at airport	Conducting 4 inspections at PC Pelser Airport to ensure aviation safety by June 2013	4 Inspections	1 2 3 4	1 1 1 1							Register
CLE3	Service Delivery & Infrastructure Development	2.94%	To provide basic municipal services to ensure the access thereof (National Indicator)	% of households with access to basic level of refuse removal	100% of households with access to basic level of refuse removal by June 2013	100%	1 2 3 4	100% 100% 100% 100%							Register
CLE4	Service Delivery & Infrastructure Development	2.94%	To provide basic municipal services to ensure the access thereof (National Indicator)	Number of households with access to basic level of refuse removal	108,000 Households with access to basic level of refuse removal by June 2013	107,800	1 2 3 4	107,800 107,850 107,900 108,000							Register
CLE5	Service Delivery & Infrastructure Development	2.94%	To provide basic municipal services to ensure the access thereof (National Indicator)	Number of household backlogs with the access to basic level of refuse removal	Zero household backlogs with the access to basic level of refuse removal by June 2013	0	1 2 3 4	0 0 0 0							Register
CLE6	Service Delivery & Infrastructure Development	2.94%	To appoint environmental management officials to comply with legislation and to enhance sustainable environmental development	Number of officials in the environmental management section appointed	Appointing 11 officials in the environmental management section by December 2012	Roll Over	1 2 3 4	Short listing Officials appointed - -							Advertisements Appointment letters.
LIB4	Service Delivery & Infrastructure Development	2.94%	To present awareness programmes to promote library awareness amongst adults, learners and youth	Number of awareness programmes presented at all KOSH libraries	Presenting 16 awareness programmes at schools and other venues in the KOSH area by June 2013	16 Programmes	1 2 3 4	4 4 4 4							Notices. Attendance Register. Progress report.
LIB5	Service Delivery & Infrastructure Development	2.94%		Number of awareness programmes presented at schools in the KOSH area	Presenting 60 awareness programmes at all KOSH libraries by June 2011	160 Programmes	1 2 3 4	15 15 15 15							Notices. Attendance Register. Progress report.



202515 105	LIB6	2.94%	To present awareness programmes to promote library awareness amongst adults, learners and youth	Number of library interest events presented	Presenting 8 library interest events in the KOSH area by June 2013	15 Events	1 2 3 4	2 2 2 2								Notices. Attendance Register. Progress report.
N/A	MUS1	2.94%	To provide an educational services to ensure community participation, empower unemployed youth, women and disabled persons and to capacitate learners	Number of consultation sessions convened	Convening 80 consultation sessions with formal and informal educators to create heritage awareness and disseminate educational content by June 2013	88 Sessions	1 2 3 4	20 10 30 20								Consultation proof forms
N/A	MUS2	2.94%	To provide an educational services to ensure community participation, empower unemployed youth, women and disabled persons and to capacitate learners	Number of lifelong skills development programs presented	Presenting 30 lifelong skills development programs to unemployed women, youth and physical disadvantage persons to empower them to develop entrepreneurial skills by June 2013	30 Programmes	1 2 3 4	6 8 10 6								Attendance register. Photographic evidence
N/A	MUS3	2.94%	To provide an educational services to ensure community participation, empower unemployed youth, women and disabled persons and to capacitate learners	Number of educational programs presented	Presenting 75 educational programs to learners and adults to expand their knowledge of SA history and cultural heritage in general and that of KOSH in particular by June 2013	79 Programmes	1 2 3 4	15 10 25 25								Museum / site proof form.
N/A	MUS4	2.94%	To manage heritage resources by promoting heritage awareness	Number of heritage awareness projects convened	Convening 8 heritage awareness projects to disseminate knowledge regarding heritage conservation and promote cultural heritage and national unity by June 2013	8 Projects	1 2 3 4	2 2 2 2								Photographic evidence
N/A	MUS5	2.94%	To draft a museum policy to obtain a mandate from Council to ensure sound ethical museum practices	Museum policy drafted	Drafting a museum policy to ensure sound ethical museum practices as guided by principles of the international council of museums and the SA Museum Association Code of Ethics by June 2013	New project	1 2 3 4	Legal revision Legal revision Task Team & workshops Approved policy								Register of projects

SPO5	N/A	2.94%	To ensure sound sport administration	Number of sport council meetings held	Conducting 6 sport council meetings to ensure the smooth running of sport clubs by June 2013	6 Meetings	1 2 3 4	1 2 3 4	Notices & Agendas. Attendance register.
HEA1	201015 105 0634	2.94%	To promote health status	Health awareness campaigns for Council employees conducted	Conducting 8 health awareness campaigns for Council employees at a cost of R104,800 by June 2013	8 Campaigns	1 2 3 4	1 2 3 4	Register of projects Attendance register Report
FIR2	N/A	2.94%	To adhere to Fire Codes and Regulations and comply with fire codes (SANS) and regulations	Number of fire inspections conducted	Conducting 1,000 general fire inspections according to programme in the KOSH area by June 2013	1,000 Inspections	1 2 3 4	1 2 3 4	Register
FIR3	N/A	2.94%	To promote fire safety	Number of ward sessions conducted	Conducting 12 fire prevention information sessions according to programme in identified wards by June 2013	12 Sessions	1 2 3 4	1 2 3 4	Register
LIC7	2005202280902 200202304508 / 09 / 17 / 18	2.95%	To effectively do revenue collection to ensure sound financial matters	R value income collected from driver's licenses	Collecting R8,482,344 income from driver's licenses by June 2013	R 8,026,607	1 2 3 4	R 2,120,586 R 4,241,172 R 6,361,758 R 8,482,344	NATIS Balance Register
LIC8	2005202304504-7	2.95%		R value income collected from vehicle registration and licensing / renewals	Collecting R63,463,193 income from vehicle registration and licensing / renewals by June 2013	R 51,373,926	1 2 3 4	R 15,865,798 R 31,731,597 R 47,597,395 R 63,463,193	NATIS Balance Register



200525 230	TRA4	Municipal Financial Viability & Management	2.95%	To collect revenue to ensure sound financial matters	R value income collected from warrants of arrest	Collecting R1,250,000 on warrant of arrests by June 2013	New project	1	R 312,500									Ledger
6604								2	R 625,000									Daily Recons / Receipts
								3	R 937,500									Income Votes
								4	R 1,250,000									
200525 225	TRA3	Municipal Financial Viability & Management	2.95%	To collect revenue to ensure sound financial matters	R value income collected from outstanding traffic fines	Collecting R11,593,972 on traffic fines by June 2013	R 7,000,000	1	R 2,898,493									Ledger
1501								2	R 5,796,986									Daily Recons / Receipts
								3	R 8,695,479									Income Votes
								4	R 11,593,972									
200525 105 5116	TRA2	Municipal Institutional Development and Transformation	2.94%	To promote road safety	Number of traffic and road safety campaigns conducted at schools and crèches	Conducting 35 traffic and road safety campaigns at schools and crèches in the KOSH area according to programme at a cost of R200,000 by June 2013	34 Campaigns	1	5									Programme
								2	5									Feedback Register.
								3	20									Marketing material
								4	5									Vote number
N/A	TRA1	Municipal Institutional Development and Transformation	2.94%	To promote road safety	Number of (K78) multi road blocks	Conducting 12 (K78) multi road blocks with all law enforcement agencies in the KOSH by June 2013	12 Multi Road Blocks	1	3									Feedback Register.
								2	5									Tickets issued.
								3	2									Reports
								4	2									Meetings/Agendas
34 100.00%																		

**DIRECTOR FINANCE**

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%**  
 Municipal Institutional Development and Transformation 8.34%  
 Good Governance and Public Participation 14.58%  
 Municipal Financial Viability & Management 77.08%

**OPERATIONAL**

Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
N/A	FIN1	Municipal Financial Viability & Management	2.08%	To reduce disclaimers to obtain a clean audit report	% of Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 to 100%	Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 from 100% to 80% by June 2013	100%	1	-							Number of disclaimers as per 2 financial years
								2	95%							
								3	90%							
								4	80%							
N/A	FIN2	Municipal Financial Viability & Management	2.08%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013	New project	1	3 months							Tenders, Advertisements, Data base, Evaluation & Adjudication committee minutes.
								2	3 months							
								3	3 months							
								4	3 months							
N/A	BUD1	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013	Outcome 9	1	R444,734,500 24.07%							Printout from Main Ledger Account
								2	R895,469,000 48.59%							
								3	R1,340,203,500 73.41%							
								4	R1,790,938,000 100%							
N/A	BUD2	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013	R202,555 million	1	R38,834,294 25.52%							Printout from Main Ledger Account
								2	R66,331,775 43.59%							
								3	R83,633,731 54.96%							
								4	R152,172,000 100%							
N/A	BUD3	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013	Outcome 9	1	R18,634,000 25%							Printout from Main Ledger Account
								2	R37,288,000 50%							
								3	R55,902,000 75%							
								4	R74,536,000 100%							



N/A	BUD4	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	MIG expenditure as a % of annual allocation	MIG expenditure as 95 % of annual allocation (R123,546,000) by June 2013	Outcome 9				1	R12,354,600 10%								Printout from Main Ledger Account
											2	R55,595,700 45%								
											3	R92,659,500 75%								
											4	R123,546,000 100%								
											1	0.09								Cost Coverage Print
N/A	BUD5	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)	% of Cost coverage ratio for 2011/12	Cost coverage ratio for 2011/12 by August 2012 A=(B+C)/D Where: "A" represents cost coverage "B" represents all ava	0.0899				2	-								
											3	-								
											4	-								
											1	35.00%								Debt Coverage Print
N/A	DEB1	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)	% of Debt coverage ratio for 2010/11	Debt coverage ratio for 2010/11 by August 2011 A=(B-C) / D Where: "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represent	37.6				2	37.50%								
											3	40.00%								
											4	42.50%								
											1	80%								Outstanding Service Print & Calculations
N/A	DEB2	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)	Outstanding Service Debtors to Revenue ratio for 2010/11 by August 2011 A=B/C Where: "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors	Outstanding Service Debtors to Revenue ratio for 2010/11 by August 2011 A=B/C Where: "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors	0.88				2	78%								
											3	76%								
											4	74%								
											1	80%								
N/A	DEB3	Municipal Financial Viability & Management	2.08%	To increase Payments Received vs. Monthly Levies (Collection rate of billings)	% Increase in annual debtors collection rate	6% Increase (from current 80% to 86%) in annual service debtors collection rate by June 2013	3%				2	82%								Prints & Calculations on Financial Indicators
											3	84%								
											4	86%								
											1	80%								

N/A	DEB3	Municipal Financial Viability & Management	2.08%	To identify and recover non-paid and non-developed Council sold stands to enhance revenue	Non-paid and non-developed Council sold stands older than 10 years identified and recovered	Identifying and recovering non-paid and non-developed Council sold stands older than 10 years by June 2013	New project	1 2 3 4	- - Letters of Intent to purchasers Recover resolved stands							Prints & Calculations on Financial Indicators
N/A	DEB4	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	R value debtors outstanding as a % of own revenue	Amount of rand value debtors outstanding as 35% of own revenue by June 2013	Outcome 9	1 2 3 4	20% 25% 30% 35%							Printout from Main Ledger Account
N/A	DEB5	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	% of debt over 90 days	Reduce debt over 90 days from 90% to 80% by June 2013	Outcome 9	1 2 3 4	90.00% 85.00% 82.50% 80.00%							Printout from Main Ledger Account
N/A	DEB6	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	% of debt collected as a percentage of money owed to the municipality	90 % of debt collected as a percentage of money owed to the municipality by June 2013	Outcome 9	1 2 3 4	8.00% 8.50% 9.00% 10.00%							Printout from Main Ledger Account
N/A	BUD6	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	2013/14 Budget planning process time table	Tabling the 2013/14 budget planning process time table by 31 August 2012	Tabled Time Table	1 2 3 4	2013/14 Budget Process Plan tabled - - -							Time Table
N/A	BUD7	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	2013/14 Draft budget approved	Approving the 2013/14 draft budget by March 2013	Approved Draft Budget	1 2 3 4	- - 2013/14 Draft budget approved -							Council Resolution
N/A	BUD8	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013	Approved Budget	1 2 3 4	- - - 2013/14 Budget approved							Council Resolution



N/A	BUD9	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Budget related policies approved	Approving the final budget related policies and tariffs by 31 May 2013	Approved Financial Policies & Tariffs	1	-	Council Resolution
								2	-	
								3	-	
								4	Budget policies & tariffs approved	
N/A	BUD10	Municipal Financial Viability & Management	2.08%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013	Approved Adjustment Budget	1	-	Council Resolution
								2	-	
								3	2012/13 Adjustment Budget approved	
								4	-	
N/A	BUD11	Municipal Financial Viability & Management	2.08%	To submit the 2011/12 Financial Statements on time to comply with legislation	2011/12 financial statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012	Submitted Statements	1	2011/12 Financial Statements submitted	Letter to Auditor - General
								2	-	
								3	-	
								4	-	
N/A	BUD12	Municipal Financial Viability & Management	2.08%	To identify the grants received as revenue to better service delivery	Grants as a % of revenue received	Grants as a % of revenue received by June 2013	Outcome 9	1	25.00%	Prints & Calculations on Financial Indicators
								2	45.00%	
								3	65.00%	
								4	100.00%	
N/A	RM1	Municipal Financial Viability & Management	2.08%	To collect revenue for property rates to comply with legislation	% of budgeted revenue for property rates collected	60 % of budgeted revenue for property rates collected by June 2013 (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)	Outcome 9	1	43.00%	Prints & Calculations on Financial Indicators
								2	50.00%	
								3	55.00%	
								4	60.00%	
N/A	REV2	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	R value spend on free basic services	R82,000,000 spend on free basic services by June 2013	R70 million	1	R 20,500,000	Print of Actual Spending
								2	R 41,000,000	
								3	R 61,500,000	
								4	R 82,000,000	

REV3	N/A	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	Number of approved households with free basic services (indigents)	42,500 Approved households with free basic services (indigents) by June 2013	40,911	1 2 3 4	41,500 41,900 42,200 42,500						Register
REV4	N/A	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	% Registered households earning less than R2,280 per month	52.4% Registered households earning less than R2,440 per month by June 2013	51%	1 2 3 4	51.0% 51.6% 52.0% 52.4%						Calculations
REV5	N/A	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	R value spend on free basic alternative services	R10,000,000 spend on free basic alternative services by June 2013	R10 million	1 2 3 4	R 2,500,000 R 5,000,000 R 7,500,000 R 10,000,000						Register
REV5	N/A	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	Rural settlements with free basic alternative energy (indigents) approved	2,500 Approved rural settlements with free basic alternative energy (indigents) by June 2013	New project	1 2 3 4	1,700 2,000 2,250 2,500						Register
REV6	N/A	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	% Registered rural settlements earning less than R2,440	90% Registered rural settlements earning less than R2,440 per month by June 2013	New project	1 2 3 4	70% 78% 85% 90%						Calculations
EXP1	N/A	Municipal Financial Viability & Management	2.08%	To promptly paid all creditors to indicate the payment of creditors	All payments (creditors) be done within 30 days	All payments (creditors) be done within 30 days of receipt of invoice / statement by June 2013	R 7,259,826	1 2 3 4	R 0 R 0 R 0 R 0						Printout from Main Ledger Account
RM2	N/A	Municipal Financial Viability & Management	2.08%	To review the billing system for accuracy and completeness to comply with legislation	Effective and accurate meter readings and tariffs implemented	Implementing effective and accurate meter readings and tariffs to increase the correctness of service accounts from 40% to 80% for the KOSH area by June 2013	40% correctness	1 2 3 4	Metering Audits 50% Metering Audits 60% Metering Audits 70% Metering Audits 80%						Deviation Report



N/A	RM3	Municipal Financial Viability & Management	2.08%	To compile a new valuation roll to comply with legislation	New valuation roll (part 1) compiled	Compiling a new valuation roll (part 1) for the KOSH area at a cost of R3,500,000 by June 2013	Existing valuation roll	1 2 3 4	SCM Process Appoint a service provider Valuation roll 50% completed Valuation roll 100% completed							Report Proof of Payment
N/A	RM4	Municipal Financial Viability & Management	2.08%	To implement a Rates By-Law to comply with legislation	Rates By-Law implemented	Implementing a Rates By-Law for the KOSH area by June 2013	Existing valuation roll	1 2 3 4	Consultation & Drafting Task Team & workshops Approved Rates By-Law Rates By-Law published in Government Gazette							Report Proof of Payment
206010 110 3610	ICT8	Municipal Financial Viability & Management	2.08%	To audit & license software to comply with legislation	All software audited and licensed	Auditing and renewing of 15 different software licenses at a cost of R2,000,000 by June 2013	652 Audited & Licensed Software	1 2 3 4	Software audited & licensed - - -							Report Proof of Payment
N/A	ICT10	Municipal Financial Viability & Management	2.08%	To plan an ICT integrated network infrastructure to provide remote access and services	ICT integrated network infrastructure implemented	Approving an ICT integrated network infrastructure plan for the KOSH area and implementing phase 1 for the Finance directorate for an amount of R3,000,000 by June 2013	New project	1 2 3 4	Network plan approved SCM Process Deployment Implementation							Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To implement an IT Policy to regulate IT hardware and software activities	E-Mail policy drafted	Drafting and implementing an E-Mail policy to regulate council's IT hardware and software activities by June 2013	New project	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy Implement policy							Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment

N/A	ICT10	Good Governance and Public Participation	2.09%	To implement an IT Policy to manage user access activities	User Account policy drafted	Drafting and implementing an User Account policy to manage council's IT user accounts by June 2013	New project	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy Implement policy	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Security Policy revised	Revising of the Security Policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy -	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Back-up Policy revised	Revising of the Security Policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy -	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Internet Policy revised	Revising of the Internet Policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy -	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	IT Policy revised	Revising of the Website Policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy -	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	IT Policy revised	Revising of the Access to Information Policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy -	Network Plan Approved Tender document Network equipment and orders (hardware) Proof of Payment
N/A	SCM1	Municipal Institutional Development and Transformation	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Specification Committee conducted	Conducting at least 12 meetings of the Specification Committee by June 2013	12 Meetings	1 2 3 4	3 3 3 3	Notices & Attendance Register



SCM2	N/A	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Evaluation Committee conducted	Conducting at least 12 meetings of the Evaluation Committee by June 2013	12 Meetings	1 2 3 4	3								Notices & Attendance Register
SCM3	N/A	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Adjudication Committee conducted	Conducting at least 12 meetings of the Adjudication Committee by June 2013	12 Meetings	1 2 3 4	3								Notices & Attendance Register
SCM4	N/A	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of SCM workshops for internal & external people conducted	Conducting 8 SCM workshops for internal & external people by June 2013	New project	1 2 3 4	2								Notices & Attendance Register
SCM5	N/A	2.08%	To review the Supply Chain Management policy for compliance with legislation and regulations	Supply Chain Management policy reviewed	Revising the Supply Chain Management policy by March 2013	Approved policy	1 2 3 4	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy							Progress reports. Attendance register, notices, agendas. Council resolution
SCM6	N/A	2.08%	To implement a Supply Chain Management policy to comply with legislation	Supply Chain Management policy implemented	Submitting 4 quarterly reports on the implementation of SCM policy to council and make public by June 2013	4 SCM Reports	1 2 3 4	1 1 1 1								Notices, agendas. Council resolution
SCM7	N/A	2.08%	To implement a Supply Chain Management policy to comply with legislation	Supply Chain Management policy implemented	Submitting 1 annual report on the implementation of SCM policy to council and make public by June 2013	1 SCM Annual Report	1 2 3 4	1 2 3 4								Notices, agendas. Council resolution
		48	100.00%													

**DIRECTOR CORPORATE SERVICES**

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%**  
 Municipal Institutional Development and Transformation 27.27%  
 Good Governance and Public Participation 51.52%  
 Local Economic Development 9.09%  
 Municipal Financial Viability & Management 12.12%

**OPERATIONAL**

Vote No.	Item No.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
N/A	ADM1	Good Governance and Public Participation	3.03%	To hold section 79 & 80 committees meetings held to ensure better council performance	Number of sec.79 committees Meetings conducted	Conducting 110 ( 10 sec.79 ) committees meetings (Port folio Meetings) by June 2013	104 Meetings	1	30							Attendance register, notices, agendas. Council resolution
								2	20							
								3	30							
								4	30							
N/A	ADM2	Good Governance and Public Participation	3.03%	To conduct Mayoral Committee meetings to comply with legislation	Number of Mayoral Committee meetings conducted	Conducting 11 Mayoral Special Mayoral Committee meetings by June 2013	8 MayCo and 19 Special MayCo	1	3 MayCo & 3 Special MayCo							Notices & Attendance Register
								2	2 MayCo & 2 Special MayCo							
								3	3 MayCo & 3 Special MayCo							
								4	3 MayCo & 3 Special MayCo							
N/A	ADM3	Good Governance and Public Participation	3.03%	To ensure effective Council administration and compliance with legislation	Number of ordinary council meetings conducted	Conducting 11 Council meetings by June 2013	10 Council & 6 Special	1	3 Council meetings							Notices & Attendance Register
								2	2 Council meetings							
								3	3 Council meetings							
								4	3 Council meetings							
N/A	LEG1	Good Governance and Public Participation	3.03%	To establish an Engagement of Attorneys policy to regulate the allocation of cases and opinion to attorneys	Engagement of Attorneys policy established	Establishing an Engagement of Attorneys policy for Council by December 2012	Roll Over	1	Task Team & workshops							Attendance register, notices, agendas. Council resolution
								2	Policy approved							
								3	-							
								4	-							
N/A	LEG2	Good Governance and Public Participation	3.03%	To establish a contract management procedure for Council to enhance monitoring	Contract management system implemented	Implementing a contract management system to centralize all Council agreements for management and monitoring by December 2012	Roll Over	1	Workshop & Consultations with top management							Attendance register, notices, agendas. Procedure manual
								2	Implemented contract management system							
								3	-							
								4	-							



LAN1	N/A	3.03%	To revise the land alienation policy to comply with legislation	Land Alienation policy reviewed	Revising the Land Alienation policy to expedite the disposal and transfer of Council land by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy							Progress reports, Attendance register, notices, agendas, Council
LAN2	N/A	3.03%	To draft a Lease of Council Land Policy to comply with legislation	Lease of Council Land Policy drafted	Drafting a Lease of Council Land Policy to regulate market related rental value by March 2013	New project	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy							Progress reports, Attendance register, notices, agendas, Council
LAN3	N/A	3.03%	To identify and recover non-paid and non-developed Council sold stands to address the shortage of land for Council	Non-paid and non-developed Council sold stands older than 10 years identified and recovered	Identifying and recovering non-paid and non-developed Council sold stands older than 10 years by June 2013	New project	1 2 3 4	Identifying Council sold stands Verification process of identified stands Letters of Intent to purchasers Recover resolved stands							Report to Council Progress report Notes on agreements Venus accounts Deeds search Council resolution
OHS1	N/A	3.03%	To conduct OHS inspections to ensure legal compliance	Number of OHS inspections in Council departments conducted	Conducting 120 OHS inspections in Council departments by June 2013	122 Inspections conducted	1 2 3 4	30 30 30 30							Register
OHS2	N/A	3.03%	To conduct OHS audits to ensure that all deviations be corrected according to the Act	Number OHS audits conducted	Conducting 2 OHS Audits by June 2013	2 Audits	1 2 3 4	0 1 0 1							Register
SKIL1	200000 105 5706	3.03%	To spent a percentage of municipality's budget on implementing its workplace skill plan (National Indicator)	Rand value of Training Expenditure for 2012/13	R1,195,333 spend on Training Expenditure for 2012/13 by June 2013	National Key Performance Indicator	1 2 3 4	R 298,833 R 597,667 R 896,499 R 1,195,333							Vote Number
SKIL2	200000 105 3304	3.03%	Training Levy for 2012/13	Training Levy for 2012/13	R2,757,558 spend on Training Levy for 2012/13 by June 2013	National Key Performance Indicator	1 2 3 4	R 689,390 R 1,378,779 R 2,068,169 R 2,757,558							Vote Number

2012/13 Service Delivery and Budget Implementation Plan



20545 105	EAP1	Municipal Institutional Development and Transformation	3.03%	To develop and enhance employee wellness	Employee Wellness Programme developed	Implementing a Employee Wellness Programme at a cost of R200,000 by September 2012	Roll Over	1 2 3 4	Programme implemented								Programme implemented. Proof of payment
20545 105	EAP2	Municipal Institutional Development and Transformation	3.03%	To conduct training to create life skills awareness amongst employees	Number of training sessions conducted	Conducting 20 life skills training session for council employees at a cost of R150,000 by June 2013	New project	1 2 3 4	5 5 5 5								Notices Attendance register Workshop material
20545 105	EAP3	Municipal Institutional Development and Transformation	3.03%	To conduct wellness events to create awareness amongst employees	Number of wellness events conducted	Conducting 2 wellness events for council employees at a cost of R150,000 by December 2012	New project	1 2 3 4	1 1 0 0								Notices Attendance register Workshop material
N/A	LR1	Municipal Institutional Development and Transformation	3.03%	To hold LLF meetings to ensure industrial harmony	Number of LLF meetings conducted	Convening 11 LLF meetings by June 2013	9 Meetings	1 2 3 4	3 2 3 3								Notices & Attendance Register
N/A	LR2	Municipal Institutional Development and Transformation	3.03%	To conduct training sessions on institution of disciplinary action to ensure effective conclusion of disciplinary matters	Training sessions for post level 1 - 5 employees on institution of disciplinary action conducted	Conducting a training sessions for post level 1 - 5 employees on institution of disciplinary action by June 2013	New project	1 2 3 4	1 Training session conducted - - -								Notices & Attendance Register Course material
203035 105	EM1	Good Governance and Public Participation	3.03%	To enhance public participation as per legislation	Number of Imbizo's conducted	Conducting 20 Imbizo's in the KOSH area at a cost of R1,000,000 by June 2013	15 Imbizo's	1 2 3 4	0 10 0 10								Notices & Attendance Register Reports of Imbizo's
203035 105 6611	EM2	Local Economic Development	3.03%	To co-ordinate and conduct gender workshop to support women business and entrepreneurial development	Number of women cooperatives empowered	Empowering 20 women cooperatives in the KOSH area at a cost of R350,000 by June 2013	New project	1 2 3 4	0 0 Workshop conducted 20 Women cooperatives established								Attendance registers. Memorandum of Understanding. Vote number. Report to Council.

203035 105 7203	EM3	Local Economic Development	3.03%	To establish youth programmes to support youth business and entrepreneurial development	Number of youth programmes established	Establishing 30 youth programmes in Khuma (6 programmes), Kanana (6 programmes), Tigane (6 programmes), Jouberton (6 programmes) and Alabama (6 programmes) at a cost of R400,000 by June 2013	New project	1	Invitations / Advertisements							1	Advertisements	Advertisements / Advertisements	1	Establish 30 programmes	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
203035 105 3638	EM4	Local Economic Development	3.03%	To award bursaries and awards to students in KOSH area to assist with education	Number of financially needy students in the KOSH area awarded	Awarding financially needy students in the KOSH area to further their studies at a cost of R1,500,000 by June 2013		1	-								2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
203035 105 3629	EM5	Good Governance and Public Participation	3.03%	To host a Mandela Day event to do goodwill to each other	Mandela Day event hosted	Hosting 1 Mandela Day event in honouring of Dr. Mandela at a cost of R350,000 by July 2012		1	Mandela Day event hosted								2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
2030401054538	SPE1	Good Governance and Public Participation	3.03%	To enhance public participation as per legislation	Number of Operational Phakamas conducted	Conducting 4 Operational Phakamas in identified wards at a cost of R300,000 by June 2013	1 Phakama	1	1								3	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	3	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
2030401050632	SPE2	Good Governance and Public Participation	3.03%	To develop a Community Development Plan to identify community needs, challenges and to comply with legislation	Community Based Plan (CBP) implemented	Implementing the Community Based Plan (CBP) in 35 wards and submitting report to Council at a cost of R1,000,000 by June 2013	Phase 1 - 3 completed	1	Allocation of field workers to the 35 wards and submit report to Council								4	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	4	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
2030401054539	SPE3	Good Governance and Public Participation	3.03%	To motivate ward committees for quality performance	Ward Committee Performance Awards facilitated	Conducting Annual Performance Awards for Ward Committee by evaluating all wards at a cost of R221,547 by June 2013	Existing performance awards system	1	-								2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	2	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.
								3	-								4	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	4	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.	Admission registers, Memorandum of Understanding, Progress reports from groups, Report to Council, Vote number.



2030401055730	SPE4	Good Governance and Public Participation	3.03%	To promote socio-economic well being of councillors and ward committees	Councillor and ward committees support programmes implemented	Implementing the councillor and ward committees support programmes at a cost of R500,000 by June 2013	Roll Over	1	Conduct a skills audit and draft support programme							Skills audit Notices & Attendance Register SCM process Appointment of service providers Trainees
								2	SCM process							
								3	Implement support programme							
								4	-							
203045 105 1222	WH11	Good Governance and Public Participation	3.03%	To conducted moral re-generations workshops as per National legislation	Number of moral re-generation workshops in KOSH conducted	Conducting 4 moral re-generation workshops in KOSH at a cost of R250,000 by June 2013	1 Event	1	1 Event							Notices & Attendance Register Report to Council resolution
								2	1 Event							
								3	1 Event							
								4	1 Event							
			33	100.00%												

## DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Good Governance and Public Participation 40.91%  
 Local Economic Development 31.82%  
 Municipal Financial Viability & Management 27.27%

## IDP PROJECTS

Vote Nr	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
208515 401 0309	LED2	Local Economic Development	4.54%	To build flea market shelters to create sustainable SMME's	Number of m <sup>2</sup> hawkers shelters built	Building ±18m <sup>2</sup> food stalls in Klerksdorp for 10 entrepreneurs at a cost of R1,000,000 by June 2013 (phase 3)	Roll-Over	1	SCM Process							SCM Process. Terms of reference. Appointment letter. Food stalls. Proof of
								2	10 Shelters built in Klerksdorp							
								3	-							
								4	-						Proof of	
N/A	LED3	Local Economic Development	4.54%	To conduct township regeneration studies to enhance job creation	Number of feasibility and viability studies conducted for economic analysis	Conducting 5 feasibility and viability studies for economic analysis in Jouberton, Alabama, Kanana, Khuma and Tigane at a cost of R3,000,000 by June 2013	Roll-Over	1	Councillor workshops							Studies & reports. Signed agreement with National Treasury. Proof of Payment
								2	Approved studies							
								3	Submit business plans to NT							
								4	SCM process for capital projects							
OPERATIONAL																
N/A	LED4	Local Economic Development	4.54%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013	Jobs	1	300							Register
								2	300							
								3	300							
								4	300							
N/A	LED6	Local Economic Development	4.54%	To implement cooperatives in all wards to comply with legislation	Number of cooperatives established and functional	35 Cooperatives (1 per ward) in KOSH area established by June 2013	Outcome 9	1	9							Data base of cooperative evidence
								2	9							
								3	8						Report & Council	
								4	9						Resolution	
N/A	LED7	Local Economic Development	4.54%	To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013	Approved strategy	1	Public participation							Notices
								2	Councillor workshops						Attendance Registers	
								3	Approved strategy						Report & Council	
								4	-						Resolution	
															Revised strategy	



LED8	N/A	Local Economic Development	4.54%	To ensure alignment between LED strategies and PGDS to comply with legislation	LED strategy and plans aligned	LED strategy and plans are aligned with PGDS by March 2013	Outcome 9	1 Public participation Councilor workshops 2 Aligned strategy 3 Aligned strategy 4 -	1 3 2 3 3 3 4 3	Notices Attendance Registers Report & Council Resolution Aligned strategy
LED9	N/A	Good Governance and Public Participation	4.54%	To conduct consultations meeting to assist SMME's	Number of LED consultation meetings conducted with stakeholders	Conducting 12 LED consultation meetings with stakeholders by June 2013	12 Meetings	1 3 2 3 3 3 4 3	1 3 2 3 3 3 4 3	Notice & Attendance Register
LED10	N/A	Local Economic Development	4.54%	To conduct workshops to assist SMME's	Number of SMME workshops conducted to capacitate SMME's	Conducting 4 SMME workshops to capacitate SMME's by June 2013	7 SMME workshops	1 1 2 1 3 1 4 1	1 1 2 1 3 1 4 1	Notice & Attendance Register
CBM1	208505105360	Municipal Financial Viability & Management	4.54%	To do city marketing to promote the city	R value spent on marketing activities	Spending R706,894 on marketing according to marketing strategy plan by June 2013	523249 spent	1 R 176,746 2 R 353,492 3 R 530,201 4 R 706,894	1 R 176,746 2 R 353,492 3 R 530,201 4 R 706,894	Register & Expenditure Vote Marketing strategy plan
COM1	N/A	Good Governance and Public Participation	4.54%	To revise the Communication Policy to create internal and external awareness on corporate communication	Access to Information Policy revised	Revising of the Access to Information Policy by March 2013	Approved policy	1 Consultation & Drafting 2 Task Team & workshops 3 Approved policy 4 -	1 Consultation & Drafting 2 Task Team & workshops 3 Approved policy 4 -	Approved policy. Council resolution.
COM2	N/A	Good Governance and Public Participation	4.54%	To approve the Communication Policy to create internal and external awareness on corporate communication	Media Relations Policy approved	Approving of the Media Relations Policy by December 2012	Phase 1 - 3 completed	1 Task Team & workshops 2 Approved policy 3 - 4 -	1 Task Team & workshops 2 Approved policy 3 - 4 -	Approved policy. Council resolution.
COM3	N/A	Good Governance and Public Participation	4.54%		Events Management Policy approved	Approving of the Events Management Policy by December 2012	Roll Over	1 Task Team & workshops 2 Approved policy 3 - 4 -	1 Task Team & workshops 2 Approved policy 3 - 4 -	Approved policy. Council resolution.

COM4	N/A	4.54%	To revise Communication Policy to create internal and external awareness on corporate communication	Crises Communication Policy revised	Revising of the Crises Communication Policy by December 2012	Approved policy	1 2 3 4	Task Team & workshops Approved policy							Approved policy. Council resolution.
COM5	N/A	4.54%		City Branding Policy revised	Revising of the City Branding Policy by December 2012	Approved policy	1 2 3 4	Task Team & workshops Approved policy							Approved policy. Council resolution.
COM6	N/A	4.54%	To distribute internal & external newsletters to ensure transparency with Council affairs	Number of internal communiques compiled & distributed to all employees of Council	Compiling & Distributing 4 internal communiques to all employees of Council by June 2013	1 Communiqué	1 2 3 4	1 1 1 1							Communiqués
COM7	N/A	4.54%		Number of external publications compiled & distributed regarding Council affairs to the community	Compiling & Distributing 4 external publications regarding Council affairs to the community by June 2013	8 External publication	1 2 3 4	1 1 1 1							Newsletters
COM8	N/A	4.54%	To draft the Communication strategy to comply with legislation	Communication Strategy drafted	Drafting a Communication Strategy by August 2012	New project	1 2 3 4	Approved strategy - - -							Notices Attendance Registers Report & Council Resolution
FPM1	208005 227 5110	4.54%	To collect income to ensure effective financial viability	Total income collected from rental estate	Total income of R908,348 collected from rental estate by June 2013	R 794,321	1 2 3 4	R 227,087 R 454,174 R 681,261 R 908,348							Revised Register & Income Vote
FPM2	208005 230 1520	4.54%		Total income collected from ripening rooms	Total income of R671,926 collected from ripening & cooling rooms by June 2013	R 711,657	1 2 3 4	R 167,982 R 335,963 R 503,945 R 671,926							Register & Income Vote



208005 221	208005 221	FPM3	Municipal Financial Viability & Management	4.54%	To collect income to ensure effective financial viability	Total income collected from market dues	Total income of R14,901,591 collected from market dues by June 2013	R 14,129,208	1	R 3,725,398							Register & Income Vote
									2	R 7,450,780							
									3	R 11,176,193							
									4	R 14,901,591							
208005 227	208005 227	FPM4	Municipal Financial Viability & Management	4.54%		Total income collected from rental of carriage	Total income of R75,521 collected from rental of carriage by June 2013	R 79,425	1	R 18,880							Register & Income Vote
									2	R 37,761							
									3	R 56,641							
									4	R 75,521							
208005 230	208005 230	FPM5	Municipal Financial Viability & Management	4.54%		Total income collected from agent selling transaction fees	Total income of R61,083 collected from agent selling transaction fees by June 2013	New project	1	R 15,271							Register & Income Vote
									2	R 30,542							
									3	R 45,713							
									4	R 61,083							
22 100.00%																	

**ANNEXURE "D"**

# **Ward information for expenditure and service delivery**



No.	Wards	Project name (list of projects which will be implemented for the 2011/12 FY including the PMU admin fees)	Budget
<b>WATER</b>			
1	32	Khuma Bulk Water Supply: 10ml Reservoir	7,500,000
2		Water Supply to Rural Schools & Clinics	2,000,000
			<b>9,500,000</b>
<b>SEWER</b>			
3	8	Increase Capacity - Hartbeesfontein WWTP: Phase 1 (Mechanical)	14,392,332
			<b>14,392,332</b>
<b>ROADS</b>			
4	5,6,7,8,9,10,12,13,14	Paving of Taxi Routes & Stormwater: Jouberton: Phase 6	13,000,000
5	1,2	Paving of Taxi Routes & Stormwater: Tigane: Phase 6	7,200,000
6	31,32,33,34,35	Paving of Taxi Routes & Stormwater: Khuma: Phase 6	7,200,000
7	3,4	Paving of Taxi Routes & Stormwater: Alabama: Phase 5	7,200,000
8	20,22,23,25,26	Paving of Taxi Routes & Stormwater: Kanana: Phase 6	7,200,000
9	6,8	Main Storm-water Drainage - Jouberton: Phase 4	6,000,000
10	35	Stone Pitching & Lining of Storm-water Drainage - Khuma: Phase 2	3,757,000
11	next to kanana circle	Stone Pitching & Lining of Storm-water Drainage - Kanana: Phase 1	5,000,000
12	26,29,30	Rehabilitation of Landfill site: KOSH	14,196,668
			<b>70,753,668</b>
<b>ELECTRICITY</b>			
13	22,23,25,26	Installation of Highmast Lights: Kanana: Phase 5	2,000,000
14	1,2	Installation of Highmast Lights: Tigane: Phase 2	2,000,000
15	4	Installation of Highmast Lights: Alabama Ext 3 (Phase I)	2,000,000
16	12	Installation of Highmast Lights: Jouberton Extension 24 (Phase 2)	2,000,000
17	1,2,3,4	Upgrading Mechanical, Electrical Equipment and Pumpstations: (Volume 4)	8,000,000
			<b>16,000,000</b>
<b>COMMUNITY SERVICES</b>			
18		Development of Cemeteries(KOSH)	1,200,000
			<b>1,200,000</b>
<b>SPORTS ARTS &amp; CULTURE</b>			
19	25	Upgrading of Kanana Sports Stadium	2,000,000
20	35	Upgrading of Khuma Sports Stadium	3,000,000
21	3	Upgrading of Alabama Sports Stadium	2,000,000
22	1	Upgrading of Tigane Sports Stadium	2,000,000
			<b>9,000,000</b>
23		PMU: Admin	1,200,000
			<b>1,200,000</b>
			<b>122,046,000</b>

ROLL OVERS		
NO	WARDS	PROJECT DESCRIPTION
1	4-7	Khuma Bulk Supply Phase 2
2	4-7	Khuma Bulk Water Phase 2B - Pressure Tower
3	2	Refurbishment of the Zink Tank: Tigane Ext. 4
4	1,2	Increase Capacity - Hartbeesfontein WWTP (Phase 1) <b>(Civil)</b>
5		Paving taxi routes Jouberton (Phase 4B)
6	25, 28	Kanana-Paving of Taxi Routes and Storm Water Drainage - Lenong Road (Phase 2B)
7	3	Alabama-Paving of Taxi Routes (Phase 4)
8	1	Tigane-Paving of Taxi Routes (Phase 5)
9	14-19,21-23	Main Storm-water Drainage - Jouberton (Phase 3)
10	14-19,21-23	Jouberton-Paving of Taxi Routes (Phase 5)
11	24-29	Kanana-Paving of Taxi Routes (Phase 5)
12	4-7	Khuma-Paving of Taxi Routes (Phase 5)
13	21	Upgrading <b>Mechanical</b> Electrical Equipment and Pumpstations (Volume 3)
14	various wards	Kanana Highmast Lights (Phase 4) (various wards)
15	12	Jouberton Highmast Lights (Extension 24) (ward 12) (Phase I)
16	8,9,30	KOSH - Building of Flea Market Shelters for Entrepreneurs(Phase 3)
17		Development of New Cemetery in Jouberton



**ANNEXURE "E"**

# **Capital works Plans**

-

## **IDP Projects Council funded**

IDP PROJECTS - 2012/13				
DIRECTORATE: CIVIL ENGINEERING				
COUNCIL FUNDED 2012-2013	AMOUNT	REQUEST - DISTRICT TO FUND 2012-2013		AMOUNT
SEWER: Increase capacity Hbft WWTP (counter funding)	R 7,500,000	Upgrading N12/Benji Oliphant Intersection		R 10,000,000
WATER: Chlorine stations	R 1,500,000	Completion of incomplete toilets		R 500,000
WATER: Telemetry system communication problems	R 1,500,000	Township establishment Alabama		R 1,500,000
WATER: Water supply - Dawkinsville	R 4,000,000	Re-layout of Tigane ext. 5		R 500,000
WATER: Khuma bulk water supply phase 3	R 4,000,000	Township establishment: Kanana ext. 15		R 1,000,000
WATER: Water supply to N12 development	R 3,000,000			
<b>TOTAL</b>	<b>R 21,500,000</b>	<b>TOTAL</b>		<b>R 13,500,000</b>
DIRECTORATE: ELECTRICAL ENGINEERING				
	R 0	TOTAL		R 0
DIRECTORATE: FINANCIAL SERVICES				
<b>TOTAL</b>	<b>R 0</b>	<b>TOTAL</b>		<b>R 0</b>
DIRECTORATE: MUNICIPAL AND SOCIAL SERVICES				
<b>TOTAL</b>	<b>R 0</b>	<b>TOTAL</b>		<b>R 0</b>
Environmental educational centre faan meintjies	R 2,500,000	Environmental educational centre faan meintjies		R 1,500,000
<b>TOTAL</b>	<b>R 2,500,000</b>	<b>TOTAL</b>		<b>R 1,500,000</b>
DIRECTORATE: MACRO PLANNING				
<b>TOTAL</b>	<b>R 0</b>	<b>TOTAL</b>		<b>R 0</b>
DIRECTORATE: CORPORATE GOVERNANCE				
Fleet Vehicles	4,700,000			
<b>TOTAL</b>	<b>R 4,700,000</b>	<b>TOTAL</b>		<b>R 0</b>



## 2012/13 Service Delivery and Budget Implementation Plan

# **IDP Projects MIG funded**



# NAME OF THE MUNICIPALITY : CITY OF MATLOSANA LM - NW403 IMPLEMENTATION PLAN FOR 2012/13

No.	Project name (list of projects which will be implemented for the 2011/12 FY including the PMU admin fees)	Budget	Constr start date	Constr end date	Projections per Quarter	Projections per Quarter	Projections per Quarter	Total amount projected
<b>WATER</b>								
1	Khuma Bulk Water Supply: 10ml Reservoir	7,500,000	15/08/2012	15/04/2013	R 750,000.00	R 5,325,000.00	R 1,425,000.00	R 7,500,000.00
2	Water Supply to Rural Schools & Clinics	2,000,000	15/08/2012	15/12/2012	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
		9,500,000			R 1,050,000.00	R 6,625,000.00	R 1,825,000.00	R 9,500,000.00
<b>SEWER</b>								
3	Increase Capacity - Hartbeestfontein WWTP: Phase 1 (Mechanical)	14,392,332	15/08/2012	15/04/2013	R 1,439,233.20	R 10,218,555.72	R 2,734,543.08	R 14,392,332.00
		14,392,332			R 1,439,233.20	R 10,218,555.72	R 2,734,543.08	R 14,392,332.00
<b>ROADS</b>								
4	Paving of Taxi Routes & Stormwater: Jouberton: Phase 6	13,000,000	15/08/2012	15/04/2013	R 1,300,000.00	R 9,230,000.00	R 2,470,000.00	R 13,000,000.00
5	Paving of Taxi Routes & Stormwater: Tigane: Phase 6	7,200,000	15/08/2012	15/04/2013	R 720,000.00	R 5,112,000.00	R 1,368,000.00	R 7,200,000.00
6	Paving of Taxi Routes & Stormwater: Khuma: Phase 6	7,200,000	15/08/2012	15/04/2013	R 720,000.00	R 5,112,000.00	R 1,368,000.00	R 7,200,000.00
7	Paving of Taxi Routes & Stormwater: Alabama: Phase 5	7,200,000	15/08/2012	15/04/2013	R 720,000.00	R 5,112,000.00	R 1,368,000.00	R 7,200,000.00
8	Paving of Taxi Routes & Stormwater: Kanana: Phase 6	7,200,000	15/08/2012	15/04/2013	R 720,000.00	R 5,112,000.00	R 1,368,000.00	R 7,200,000.00
9	Main Storm-water Drainage - Jouberton: Phase 4	6,000,000	15/08/2012	15/04/2013	R 600,000.00	R 4,250,000.00	R 1,140,000.00	R 6,000,000.00
10	Stone Pitching & Lining of Storm-water Drainage - Khuma: Phase 2	3,757,000	15/08/2012	15/12/2012	R 375,700.00	R 2,667,470.00	R 713,830.00	R 3,757,000.00
11	Stone Pitching & Lining of Storm-water Drainage - Kanana: Phase 1	5,000,000	15/08/2012	15/12/2012	R 750,000.00	R 3,250,000.00	R 1,000,000.00	R 5,000,000.00
12	Rehabilitation of Landfill site: KOSH	14,196,668	15/08/2012	15/04/2013	R 1,419,666.80	R 10,079,634.28	R 2,697,366.92	R 14,196,668.00
		70,753,668			R 7,325,366.80	R 49,935,104.28	R 13,493,196.92	R 70,753,668.00
<b>ELECTRICITY</b>								
13	Installation of Highmast Lights: Kanana: Phase 5	2,000,000	15/08/2012	15/12/2012	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
14	Installation of Highmast Lights: Tigane: Phase 2	2,000,000	15/08/2012	15/12/2012	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
15	Installation of Highmast Lights: Alabama Ext 3 (Phase I)	2,000,000	15/08/2012	15/12/2012	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
16	Installation of Highmast Lights: Jouberton Extension 24 (Phase 2)	2,000,000	15/08/2012	15/12/2012	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
17	Upgrading Mechanical, Electrical Equipment and Pumpstations: (Volume 4)	8,000,000	15/08/2012	15/12/2012	R 2,400,000.00	R 3,200,000.00	R 2,400,000.00	R 8,000,000.00
		16,000,000			R 3,600,000.00	R 8,400,000.00	R 4,000,000.00	R 16,000,000.00
<b>COMMUNITY SERVICES</b>								
18	Development of Cemeteries(KOSH)	1,200,000	15/08/2012	15/01/2013	R 120,000.00	R 852,000.00	R 228,000.00	R 1,200,000.00
		1,200,000			R 120,000.00	R 852,000.00	R 228,000.00	R 1,200,000.00
<b>SPORTS ARTS &amp; CULTURE</b>								
19	Upgrading of Kanana Sports Stadium	2,000,000	15/08/2012	15/05/2013	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
20	Upgrading of Khuma Sports Stadium	3,000,000	15/08/2012	15/05/2013	R 450,000.00	R 1,950,000.00	R 600,000.00	R 3,000,000.00
21	Upgrading of Alabama Sports Stadium	2,000,000	15/08/2012	15/05/2013	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
22	Upgrading of Tigane Sports Stadium	2,000,000	15/08/2012	15/05/2013	R 300,000.00	R 1,300,000.00	R 400,000.00	R 2,000,000.00
		9,000,000			R 1,350,000.00	R 5,850,000.00	R 1,800,000.00	R 9,000,000.00
23	PMU: Admin	1,200,000	2012/01/07	30/06/2013	R 312,000.00	R 660,000.00	R 228,000.00	R 1,200,000.00
		1,200,000			R 312,000.00	R 660,000.00	R 228,000.00	R 1,200,000.00
		122,046,000			R 15,196,600.00	R 82,540,660.00	R 24,308,740.00	R 122,046,000.00



## ROLL OVERS

NO	CONTRACT NUMBER	VOTE NUMBER	PROJECT DESCRIPTION
1	CE33/1/2007	2040154013019	Khuma Bulk Supply Phase 2
2	CE 7/1/2008, CE 7/2/2008	2040154013023	Khuma Bulk Water Phase 2B - Pressure Tower
3	CE 28/2/2012	2040154013019	Refurbishment of the Zink Tank: Tigane Ext. 4
4	CE 3/1/2009, CE 3/2/2009	2075154012408	Increase Capacity - Hartbeesfontein WWTP (Phase 1) <b>(Civil)</b>
5	CE 20/(1)/2/2008C	2035254014531	Paving taxi routes Jouberton (Phase 4B)
6	CE 58/1/2007b, CE 58/2/2007b	2035254014537	Kanana-Paving of Taxi Routes and Storm Water Drainage - Lenong Road (Phase 2B)
7	CE4/1/2011/CE4/2/2011	2035254014530	Alabama-Paving of Taxi Routes (Phase 4)
8	CE5/1/2011/CE5/2/2011	2035254014510	Tigane-Paving of Taxi Routes (Phase 5)
9	CE11/1/2011/CE11/2/2011	2035254013605	Main Storm-water Drainage - Jouberton (Phase 3)
10	CE1/1/2011/CE1/2/2011	2035254014507	Jouberton-Paving of Taxi Routes (Phase 5)
11	CE2/1/2011/CE2/2/2011	2035254014508	Kanana-Paving of Taxi Routes (Phase 5)
12	CE3/1/2011/CE3/2/2011	2035254014509	Khuma-Paving of Taxi Routes (Phase 5)
13	EE 14-2008	2050154016018	Upgrading <b>Mechanical</b> Electrical Equipment and Pumpstations (Volume 3)
14	EE 1/2011	2050154012410	Kanana Highmast Lights (Phase 4) (various wards)
15	EE 3/2011	2050154012411	Jouberton Highmast Lights (Extension 24) (ward 12) (Phase I)
16	CE 19/2011	2085154010309	KOSH - Building of Flea Market Shelters for Entrepreneurs(Phase 3)
17		2035054013604	Development of New Cemetery in Jouberton



Approved by the Executive Mayor of the  
City of Matlosana



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MK KHAUOE

20.6.2012

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DATE

EM  
27/2012

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION  
PLAN & PERFORMANCE AGREEMENTS: 2012/2013**

2/6/4

**RESOLVED:**

- (a) That cognizance be taken of the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.
- (b) That the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be approved.
- (c) That the 2012/2013 Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be submitted to Council and MEC for Local Government in the Province in terms of the Municipal Finance Management Act, no 56 of 2003, Section 53 (3) (b).
- (d) That the relevant notice be placed in the newspapers and the Council website accordingly.

  
**EXECUTIVE MAYOR**

20.6.2012.  
**DATE**



**SERVICE DELIVERY AND BUDGET IMPLEMENTATION  
PLAN AND PERFORMANCE AGREEMENTS: 2012/2013  
FINANCIAL YEAR**

**2/6/4  
(pmc)**

**PURPOSE**

To submit to the Executive Mayor the Service Delivery and Budget Implementation Plan and Performance Agreements for the 2012/2013 financial year for approval.

**BACKGROUND**

In terms of the MFMA Chapter 8 Section 69 (3) (a) (b) the Accounting Officer must not later than 14 days after the approval of an annual budget submit to the Mayor –

- (c) a draft Service Delivery and Budget Implementation Plan for the budget year and
- (d) drafts of the annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers.

Further in terms of the MFMA Chapter 7 Section 53 (c) (ii) (iii)

Take all reasonable steps to ensure –

- (iv) that the Municipality's Service Delivery and Budget Implementation Plan is approved by the Mayor within 28 days after the approval of the budget; and
- (v) that the annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers -
  - (aa) comply with this Act in order to promote sound financial management
  - (bb) are linked to the measurable performance objectives approved with the budget and the Service Delivery and Budget Implementation Plan; and
  - (cc) are concluded in accordance with Section 57 (2) of the Municipal System Act

**RECOMMENDATION**

- (a) That cognizance be taken of the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.
- (b) That the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be approved.
- (c) That the 2012/2013 Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be submitted to

Council and MEC for Local Government in the Province in terms of the Municipal Finance Management Act, no 56 of 2003, Section 53 (3) (b).

- (d) That the relevant notice be placed in the newspapers and the Council website accordingly.

**SUBMITTED FOR CONSIDERATION**



# PERFORMANCE AGREEMENT

IN TERMS OF THE:-

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**M.K. KHAUOE**

in his capacity as

**Executive Mayor**

(hereinafter referred to as the **Employer**)

And

**E.T. MOTSEMME**

*As the*

**Municipal Manager**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013

# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **MICHAEL KAGISO KHAUOE (ID NR. 6206235864086)** in his capacity as **EXECUTIVE MAYOR** (hereinafter referred to as the **Employer**) and **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** of the Municipality (hereinafter referred to as the **Employee**).

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.



### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employee**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	29%
Municipal Institutional Development and Transformation	17%
Local Economic Development (LED)	3%
Municipal Financial Viability and Management	44%
Good Governance and Public Participation	7%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis	✓	5%
People Management and Empowerment	compulsory	10%
Client Orientation and Customer Focus	compulsory	10%
Communication		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Honesty and Integrity	✓	10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		5%
Knowledge of Performance Management and Reporting	✓	10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	15%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

6.1.2 the intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

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### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2012
<b>Second quarter</b>	:	October – December 2012
<b>Third quarter</b>	:	January – March 2013
<b>Fourth quarter</b>	:	April – June 2013

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:



### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

11.3 In the case of unacceptable performance, the **Employer** shall –

- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

## 13. GENERAL

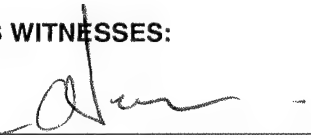
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at KLERKSDORP on this the 8 day of JUNE 2012.

AS WITNESSES:

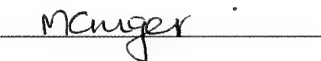
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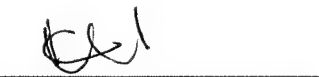
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**EMPLOYEE**

Thus **done** and **signed** at KLERKSDORP on this the 20 day of JUNE 2012.

AS WITNESSES:

1. 

2. 

  
**EMPLOYER**



## MUNICIPAL MANAGER

IDP PROJECTS								
Project ID.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Ba
IDP - MIG Funding	MM1	Service Delivery & Infrastructure Development	3.33%	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants for the <b>Directorate Civil Services and Human Settlements</b>	Spending IDP MIG grants on the <b>Directorate Civil Services and Human Settlements</b> at a cost of R94,646,000 by June 2013		
IDP - MIG Funding Roll-Over	MM2	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on the <b>Directorate Civil Services and Human Settlements - Roll-Over</b>	Spending IDP MIG roll-over grants roll-over for the <b>Directorate Civil Services and Human Settlements</b> at a cost of R57,264,564 by June 2013		
IDP - Grants	MM3	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on <b>Electrical &amp; Mechanical Engineering</b>	Spending IDP MIG / DME grants on <b>Electrical &amp; Mechanical Engineering</b> at a cost of R16,000,000 by June 2013		
IDP - Grants Roll-Over	MM4	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on <b>Electrical &amp; Mechanical Engineering - Roll-Over</b>	Spending IDP MIG / DME roll-over grants for <b>Electrical &amp; Mechanical Engineering</b> at a cost of R12,241,000 by June 2013		
IDP - MIG Funding	MM5	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on <b>Municipal and Environmental Services</b>	Spending IDP MIG grants on <b>Municipal and Environmental Services</b> at a cost of R10,200,000 by June 2013		
IDP - Grants Roll-Over	MM6	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on <b>Economic Growth Roll-Over</b>	Spending IDP MIG / DME roll-over grants for <b>Economic Growth</b> at a cost of R1,000,000 by June 2013		
IDP - Council Funded	MM7	Service Delivery & Infrastructure Development	3.33%	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on the <b>Directorate Civil Services and Human Settlements</b>	Spending IDP council funds on the <b>Directorate Civil Services and Human Settlements</b> at a cost of R21,500,000 by June 2013		
IDP - Council Funded - Roll-Over	MM8	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on <b>Sanitation - Roll-Over</b>	Spending IDP council roll-over funds on <b>Sanitation</b> at a cost of R12,792,306 by March 2013		
IDP - Council Funded	MM9	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on <b>Electrical &amp; Mechanical Engineering</b>	Spending IDP council funds on <b>Electrical &amp; Mechanical Engineering (Fleet)</b> at a cost of R4,700,000 by March 2013		

IDP - Council Funded	MM10	Service Delivery & Infrastructure Development	3.33%	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on <b>Directorate Municipal and Environmental Services</b>	Spending IDP council funds on <b>the Directorate Municipal and Environmental Services</b> at a cost of R2,500,000 by June 2013		
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**OPERATIONAL**

Project ID.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	B
Compliance	MM11	Municipal Institutional Development and Transformation	3.34%	To develop and implement a 5 year strategic plan for Council to ensure effective direction	5 Year strategic plan for Council developed and implemented	Developing and implementing a 5 year strategic plan for Council at a cost of R300,000 by March 2013		
Compliance	MM12	Municipal Institutional Development and Transformation	3.34%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013		
Compliance	MM13	Municipal Institutional Development and Transformation	3.34%	To conducted quarterly reviews to comply with legislation	Conducting 4 quarterly reviews with section 56 employees by June 2013	Conducting 4 quarterly reviews with section 56 employees by June 2013		
Compliance	MM14	Municipal Institutional Development and Transformation	3.34%	To sign the Performance Agreements to comply with legislation	2013/14 Performance Agreements with section 56 employees signed	Signing 2013/14 performance agreements with section 56 employees by June 2013		Signed 2013/14
Compliance	MM15	Good Governance and Public Participation	3.34%	To approve the Annual Performance Report to comply with section 46 of the MSA	2011/12 Annual Performance Report approved by Municipal Manager	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012		Approved 2010/11 Annual
Compliance	MM16	Good Governance and Public Participation	3.34%	To table the Annual Report to comply with section 121 of MFMA	2011/12 Annual Report tabled before Council	Tabling the 2011/12 Annual Report before Council by 31 January 2013		Tabled 2010/11
Compliance	MM17	Good Governance and Public Participation	3.34%	To approve the final IDP to comply with legislation	Final 2013/14 IDP approved by Council	Approving final 2013/14 IDP by Council by May 2013		Approved



## OFFICE OF THE MUNICIPAL MANAGER

NKP Indicator	MM18	Good Governance and Public Participation	3.34%	To ensure that all budget related policies and tariffs are reviewed and updated to comply with legislation	All budget related policies and tariffs reviewed and updated	Ensuring the review and update of all budget related policies (14 ) and tariffs (16) by May 2013		
Compliance	MM19	Good Governance and Public Participation	3.34%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013		
Compliance	MM20	Good Governance and Public Participation	3.34%	To conduct Performance Audit Committee Meetings to ensure good governance	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013		
Compliance	MM21	Good Governance and Public Participation	3.34%	To report on outstanding disclaimer and qualifications to ensure sound financial management	Number follow-up audit reported to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report and Internal Auditor's findings	Reporting with 2 follow-up audit to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2013		
Outcome 9	MM22	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013		
NKP - Indicator Outcome 9	MM23	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013		
Outcome 9	MM24	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013		
Compliance	MM25	Municipal Financial Viability & Management	3.33%	To submit the 2011/12 Financial Statements on time to comply with legislation	2011/12 financial statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012		
Compliance	MM26	Municipal Financial Viability & Management	3.33%	To approve the budget in order to comply with legislation	2013/14 Budget planning process time table tabled	Tabling the 2013/14 budget planning process time table by 31 August 2012		Tabled Time

Compliance	MM27	Municipal Financial Viability & Management	3.33%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013		
Compliance	MM28	Municipal Financial Viability & Management	3.33%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013		
NKP Indicator	MM29	Local Economic Development	3.33%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013		
NKP Indicator	MM30	Local Economic Development	3.33%	To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013		

30 100.00%



# Performance Plan

## MUNICIPAL MANAGER ET MOTSEMME

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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# Personal Development Plan (PDP)

## MUNICIPAL MANAGER ET MOTSEMME

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

#### 1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

#### 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.

2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

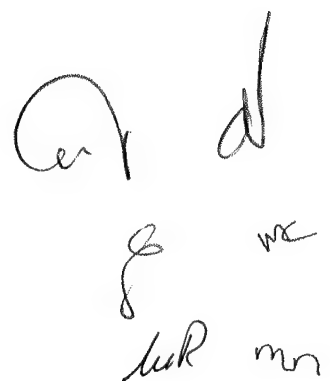
### 3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-
- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.



- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
- (a) A Skills Development Facilitator has been appointed.
  - (b) The Workplace Skills Plan has been submitted.
  - (c) A submission, including a Business Plan is submitted for additional grants.

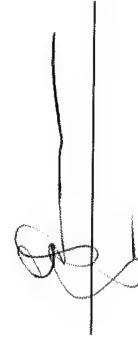
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Compiled on: 1 July 2012

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						

Municipal Manager's signature:



Executive Mayor's signature:

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CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>


Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>

		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits won mistakes and weaknesses and seeks help from others were unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>



Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts		<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>

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Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>

## PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

**E.T. MOTSEMME**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**M.K. KGAUWE**

As the

**Director: Finance**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **MOLATLHEGI KHUNOU KGAUWE (ID NR. 8011225460087)** in his capacity as the **DIRECTOR FINANCE** of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.



### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	8.34%
Local Economic Development (LED)	0.00%
Municipal Financial Viability and Management	77.08%
Good Governance and Public Participation	14.58%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management	✓	5%
Financial Management	✓	15%
Change Management		
Knowledge Management	✓	5%
Service Delivery Innovation	✓	5%
Problem Solving and Analysis	✓	5%
People Management and Empowerment	✓	5%
Client Orientation and Customer Focus	✓	10%

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Communication	✓	5%
Honesty and Integrity	✓	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	✓	5%
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%
Knowledge of Performance Management and Reporting	✓	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	5%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

6.1.2 the intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

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- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2012
Second quarter	:	October – December 2012
Third quarter	:	January – March 2013
Fourth quarter	:	April – June 2013

*[Handwritten signatures and initials]*

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee's** functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.



## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

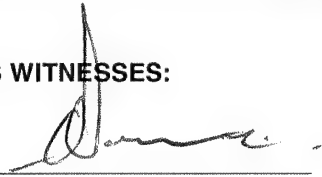
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

### 14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at KLERKSDORP on this the...8... day of JUNE 2012.

AS WITNESSES:

1. 


  
EMPLOYEE

2. 

Thus **done** and **signed** at KLERKSDORP on this the...8... day of JUNE 2012.

AS WITNESSES:

1. 

  
EMPLOYER

2. 

ANNEXURE "A"

## Performance Plan

**DIRECTOR :FINANCE**  
MK KGAUWE

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## DIRECTOR FINANCE

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Municipal Institutional Development and Transformation

8.34%

Good Governance and Public Participation

14.58%

Municipal Financial Viability &amp; Management

77.08%

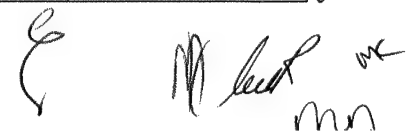
OPERATIONAL																		
Project ID.	Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievemen	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compliance	N/A	FIN1	Municipal Financial Viability & Management	2.09%	To reduce disclaimers to obtain a clean audit report	% of Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 to 100%	Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 from 100% to 80% by June 2013		100%	1	-							Number of disclaimers as per 2 financial years
										2	95%							
										3	90%							
										4	80%							
Compliance	N/A	FIN2	Municipal Financial Viability & Management	2.08%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013		New project	1	3 months							Tenders. Advertisements. Data base. Evaluation & Adjudication committee minutes.
										2	3 months							
										3	3 months							
										4	3 months							
Outcome 9	N/A	BUD1	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013		Outcome 9	1	R444,734,500 24,07%							Printout from Main Ledger Account
										2	R895,469,000 48,59%							
										3	R1,340,203,500 73,41%							
										4	R1,790,938,000 100%							
NKP - Indicator Outcome 9	N/A	BUD2	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013		R202,555 million	1	R38,834,294 25,52%							Printout from Main Ledger Account
										2	R66,331,775 43,59%							
										3	R83,633,731 54,96%							
										4	R152,172,000 100%							
Outcome 9	N/A	BUD3	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013		Outcome 9	1	R18,634,000 25%							Printout from Main Ledger Account
										2	R37,268,000 50%							
										3	R55,902,000 75%							
										4	R74,536,000 100%							
Outcome 9	N/A	BUD4	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	MIG expenditure a % of annual allocation	MIG expenditure as 95 % of annual allocation (R123,546,000) by June 2013		Outcome 9	1	R12,354,600 10%							Printout from Main Ledger Account
										2	R55,595,700 45%							
										3	R92,659,500 75%							
										4	R123,546,000 100%							
NKP - Indicator	N/A	BUD5	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)	% of Cost coverage ratio for 2011/12	Cost coverage ratio for 2011/12 by August 2012 $A=(B+C)/D$ Where: "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure		0.0899	1	0.09							Cost Coverage Print
										2	-							
										3	-							
										4	-							

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NKP - Indicator	N/A	DEB1	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)	% of Debt coverage ratio for 2010/11	Debt coverage ratio for 2010/11 by August 2011 $A=(B-C)/D$ Where: "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year		37.6	1	35.00%							Debt Coverage Print
										2	37.50%							
										3	40.00%							
										4	42.50%							
	N/A	DEB2	Municipal Financial Viability & Management	2.08%	Financial Viability expressed (National Key Performance Indicators)		Outstanding Service Debtors to Revenue ratio for 2010/11 by August 2011 $A=B/C$ Where: "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue actually received for services		0.88	1	80%							Outstanding Service Print & Calculations
										2	78%							
										3	76%							
										4	74%							
Outcome 9	N/A	DEB3	Municipal Financial Viability & Management	2.08%	To increase Payments Received vs. Monthly Levies (Collection rate of billings)	% Increase in annual debtors collection rate	6% Increase (from current 80% to 86%) in annual service debtors collection rate by June 2013		3%	1	80%							Prints & Calculations on Financial Indicators
										2	82%							
										3	84%							
										4	86%							
Outcome 9	N/A	DEB3	Municipal Financial Viability & Management	2.08%	To identify and recover non-paid and non-developed Council sold stands to enhance revenue	Non-paid and non-developed Council sold stands older than 10 years identified and recovered	Identifying and recovering non-paid and non-developed Council sold stands older than 10 years by June 2013		New project	1	-							Prints & Calculations on Financial Indicators
										2	-							
										3	Letters of Intent to purchasers							
										4	Recover resolved stands							
Outcome 9	N/A	DEB4	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	R value debtors outstanding as a % of own revenue	Amount of rand value debtors outstanding as 35% of own revenue by June 2013		Outcome 9	1	20%							Printout from Main Ledger Account
										2	25%							
										3	30%							
										4	35%							
Outcome 9	N/A	DEB5	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	% of debt over 90 days	Reduce debt over 90 days from 90% to 80% by June 2013		Outcome 9	1	90.00%							Printout from Main Ledger Account
										2	85.00%							
										3	82.50%							
										4	80.00%							
Outcome 9	N/A	DEB6	Municipal Financial Viability & Management	2.08%	To control debt management to ensure financial sustainability	% of debt collected as a percentage of money owed to the municipality	90 % of debt collected as a percentage of money owed to the municipality by June 2013		Outcome 9	1	8.00%							Printout from Main Ledger Account
										2	8.50%							
										3	9.00%							
										4	10.00%							
Compliance	N/A	BUD6	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	2013/14 Budget planning process time table tabled	Tabling the 2013/14 budget planning process time table by 31 August 2012		Tabled Time Table	1	2013/14 Budget Process Plan tabled							Time Table
										2	-							
										3	-							
										4								
Compliance	N/A	BUD7	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	2013/14 Draft budget approved	Approving the 2013/14 draft budget by March 2013		Approved Draft Budget	1	-							Council Resolution
										2	-							
										3	2013/14 Draft budget approved							

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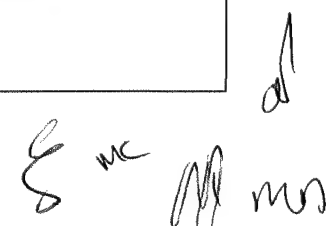
Compliance	N/A	BUD8	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013		Approved Budget	1	-							Council Resolution
										2	-							
										3	-							
										4	2013/14 Budget approved							
Compliance	N/A	BUD9	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Budget related policies approved	Approving the final budget related policies and tariffs by 31 May 2013		Approved Financial policies & Tariffs	1	-							Council Resolution
										2	-							
										3	-							
										4	Budget policies & tariffs approved							
Compliance	N/A	BUD10	Municipal Financial Viability & Management	2.08%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013		Approved Adjustment Budget	1	-							Council Resolution
										2	-							
										3	2012/13 Adjustment Budget approved							
										4	-							
Compliance	N/A	BUD11	Municipal Financial Viability & Management	2.08%	To submit the 2011/12 Financial Statements on time to comply with legislation	2011/12 financial statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012		Submitted Statements	1	2011/12 Financial Statements submitted							Letter to Auditor - General
										2	-							
										3	-							
										4	-							
Outcome 9	N/A	BUD12	Municipal Financial Viability & Management	2.08%	To identify the grants received as revenue to better service delivery	Grants as a % of revenue received	Grants as a % of revenue received by June 2013		Outcome 9	1	25.00%							Prints & Calculations on Financial Indicators
										2	45.00%							
										3	65.00%							
										4	100.00%							
Outcome 9	N/A	RM1	Municipal Financial Viability & Management	2.08%	To collect revenue for property rates to comply with legislation	% of budgeted revenue for property rates collected	60 % of budgeted revenue for property rates collected by June 2013 (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004))		Outcome 9	1	43.00%							Prints & Calculations on Financial Indicators
										2	50.00%							
										3	55.00%							
										4	60.00%							
NKP - Indicator	N/A	REV2	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	R value spend on free basic services	R82,000,000 spend on free basic services by June 2013		R70 million	1	R 20 500 000							Print of Actual Spending
										2	R 41 000 000							
										3	R 61 500 000							
										4	R 82 000 000							
NKP - Indicator	N/A	REV3	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	Number of approved households with free basic services (indigents)	42,500 Approved households with free basic services (indigents) by June 2013		40 911	1	41 500							Register
										2	41 900							
										3	42 200							
										4	42 500							
NKP - Indicator	N/A	REV4	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	% Registered households earning less than R2,280 per month	52.4% Registered households earning less than R2,440 per month by June 2013		51%	1	51.0%							Calculations
										2	51.6%							
										3	52.0%							
										4	52.4%							
NKP - Indicator	N/A	REV5	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	R value spend on free basic alternative services	R10,000,000 spend on free basic alternative services by June 2013		R10 million	1	R 2 500 000							Register
										2	R 5 000 000							
										3	R 7 500 000							
										4	R 10 000 000							





NKP - Indicator	N/A	REV5	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	Rural settlements with free basic alternative energy (indigents) approved	2,500 Approved rural settlements with free basic alternative energy (indigents) by June 2013	New project	1	1 700							Register
									2	2 000							
									3	2 250							
									4	2 500							
NKP - Indicator	N/A	REV6	Municipal Financial Viability & Management	2.08%	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)	% Registered rural settlements earning less than R2,440	90% Registered rural settlements earning less than R2,440 per month by June 2013	New project	1	70%							Calculations
									2	78%							
									3	85%							
									4	90%							
Operational	N/A	EXP1	Municipal Financial Viability & Management	2.08%	To promptly paid all creditors to indicate the payment of creditors	All payments (creditors) be done within 30 days	All payments (creditors) be done within 30 days of receipt of invoice / statement by June 2013	R 7 259 826	1	R 0							Printout from Main Ledger Account
									2	R 0							
									3	R 0							
									4	R 0							
Operational	N/A	RM2	Municipal Financial Viability & Management	2.08%	To review the billing system for accuracy and completeness to comply with legislation	Effective and accurate meter readings and tariffs implemented	Implementing effective and accurate meter readings and tariffs to increase the correctness of service accounts from 40% to 80% for the KOSH area by June 2013	40% correctness	1	Metering Audits 50%							Deviation Report
									2	Metering Audits 60%							
									3	Metering Audits 70%							
									4	Metering Audits 80%							
Roll-Over	N/A	RM3	Municipal Financial Viability & Management	2.08%	To compile a new valuation roll to comply with legislation	New valuation roll (part 1) compiled	Compiling a new valuation roll (part 1) for the KOSH area at a cost of R3,500,000 by June 2013	Existing valuation roll	1	SCM Process							Report Proof of Payment
									2	Appoint a service provider							
									3	Valuation roll 50% completed							
									4	Valuation roll 100% completed							
Roll-Over	N/A	RM4	Municipal Financial Viability & Management	2.08%	To implement a Rates By-Law to comply with legislation	Rates By-Law implemented	Implementing a Rates By-Law for the KOSH area by June 2013	Existing valuation roll	1	Consultation & Drafting							Report Proof of Payment
									2	Task Team & workshops							
									3	Approved Rates By-Law							
									4	Rates By-Law published in Government Gazette							
Operational	206010 110 3610	ICT8	Municipal Financial Viability & Management	2.08%	To audit & license software to comply with legislation	All software audited and licensed	Auditing and renewing of 15 different software licenses at a cost of R2,000,000 by June 2013	652 Audited & Licensed Software	1	Software audited & licensed							Report Proof of Payment
									2	-							
									3	-							
									4	-							
Operational	N/A	ICT10	Municipal Financial Viability & Management	2.08%	To plan an ICT integrated network infrastructure to provide remote access and services	ICT integrated network infrastructure implemented	Approving an ICT integrated network infrastructure plan for the KOSH area and implementing phase 1 for the Finance directorate for at an amount of R3,000,000 by June 2013	New project	1	Network plan approved							Network Plan Approved
									2	SCM Process							Tender document
									3	Deployment							Network equipment and orders (hardware)
									4	Implementation							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To implement an IT Policy to regulate IT hardware and software activities	E-Mail policy drafted	Drafting and implementing an E-Mail policy to regulate council's IT hard- and software activities by June 2013	New project	1	Consultation & Drafting							Network Plan Approved
									2	Task Team & workshops							Tender document
									3	Approved policy							Network equipment and orders (hardware)
									4	Implement policy							Proof of Payment

Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To implement an IT Policy to manage user access activities	User Account policy drafted	Drafting and implementing an User Account policy to manage council's IT user accounts by June 2013		New project	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	Implement policy							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Security Policy revised	Revising of the Security Policy by March 2013		Approved policy	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	-							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Back-up Policy revised	Revising of the Security Policy by March 2013		Approved policy	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	-							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	Internet Policy revised	Revising of the Internet Policy by March 2013		Approved policy	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	-							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	IT Policy revised	Revising of the Website Policy by March 2013		Approved policy	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	-							Proof of Payment
Operational	N/A	ICT10	Good Governance and Public Participation	2.09%	To revise IT Policies to keep-up with new IT developments	IT Policy revised	Revising of the Access to Information Policy by March 2013		Approved policy	1	Consultation & Drafting							Network Plan Approved
										2	Task Team & workshops							Tender document
										3	Approved policy							Network equipment and orders (hardware)
										4	-							Proof of Payment
Compliance	N/A	SCM1	Municipal Institutional Development and Transformation	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Specification Committee conducted	Conducting at least 12 meetings of the Specification Committee by June 2013		12 Meetings	1	3							Notices & Attendance Register
										2	3							
										3	3							
										4	3							
Compliance	N/A	SCM2	Municipal Institutional Development and Transformation	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Evaluation Committee conducted	Conducting at least 12 meetings of the Evaluation Committee by June 2013		12 Meetings	1	3							Notices & Attendance Register
										2	3							
										3	3							
										4	3							
Compliance	N/A	SCM3	Municipal Institutional Development and Transformation	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of meetings of the Adjudication Committee conducted	Conducting at least 12 meetings of the Adjudication Committee by June 2013		12 Meetings	1	3							Notices & Attendance Register
										2	3							
										3	3							
										4	3							
Compliance	N/A	SCM4	Municipal Institutional Development and Transformation	2.09%	To implement Internal Co-operation and Controls to ensure compliance with legislation	Number of SCM workshops for internal & external people conducted	Conducting 8 SCM workshops for internal & external people by June 2013		New project	1	2							Notices & Attendance Register
										2	2							
										3	2							
										4	2							



Operational	N/A	SCM5	Municipal Financial Viability & Management	2.08%	To review the Supply Chain Management policy for compliance with legislation and regulations	Supply Chain Management policy reviewed	Revising the Supply Chain Management policy by March 2013		Approved policy	1	Consultation & Drafting							Progress reports. Attendance register, notices, agendas. Council resolution
										2	Task Team & workshops							
										3	Approved policy							
										4	-							
Operational	N/A	SCM6	Municipal Financial Viability & Management	2.08%	To implement a Supply Chain Management policy to comply with legislation	Supply Chain Management policy implemented	Submitting 4 quarterly reports on the implementation of SCM policy to council and make public by June 2013		4 SCM Reports	1	1							Notices, agendas. Council resolution
										2	1							
										3	1							
										4	1							
Operational	N/A	SCM7	Municipal Financial Viability & Management	2.08%	To implement a Supply Chain Management policy to comply with legislation	Supply Chain Management policy implemented	Submitting 1 annual report on the implementation of SCM policy to council and make public by June 2013		1 SCM Annual Report	1	-							Notices, agendas. Council resolution
										2	-							
										3	-							
										4	1							

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## Personal Development Plan (PDP)

**DIRECTOR :FINANCE**  
MK KGAWWE

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

#### 1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

#### 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.

2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.



- o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
- (a) A Skills Development Facilitator has been appointed.
  - (b) The Workplace Skills Plan has been submitted.
  - (c) A submission, including a Business Plan is submitted for additional grants.

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Compiled on: 1 July 2012

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						




Director's signature: \_\_\_\_\_

Municipal Manager's signature: \_\_\_\_\_





CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>




  
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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>






		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits won mistakes and weaknesses and seeks help from others were unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
<b>Criteria</b>	<b>Description</b>	<b>Generic standards for 'outstanding' performance</b>
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>



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Knowledge of Performance Management and Reporting	<p>The ability to support the implementation of the performance reporting process of the municipality.</p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality , analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>




  
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Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>



## PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

**E.T. MOTSEMME**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**A.G. STRYDOM**

As the

**Director: Corporate Services**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **ABRAHAM GERHARDUS STRYDOM (ID NR. 5909305162080)** in his capacity as the **DIRECTOR CORPORATE SERVICES** of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

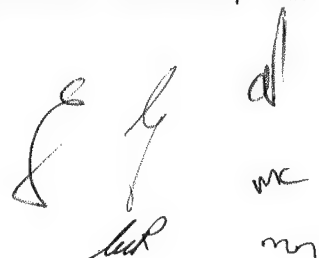
#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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### 3 COMMENCEMENT AND DURATION

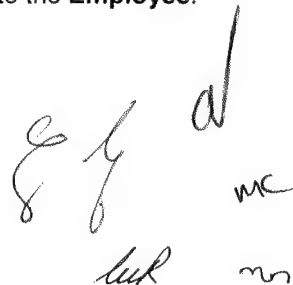
- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	27.27%
Local Economic Development (LED)	9.09%
Municipal Financial Viability and Management	12.12%
Good Governance and Public Participation	51.52%
<b>Total</b>	<b>100.00%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management	✓	5%
Financial Management	✓	15%
Change Management		
Knowledge Management	✓	5%
Service Delivery Innovation	✓	5%
Problem Solving and Analysis	✓	5%
People Management and Empowerment	✓	5%
Client Orientation and Customer Focus	✓	10%

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Communication	✓	5%
Honesty and Integrity	✓	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	✓	5%
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%
Knowledge of Performance Management and Reporting	✓	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	5%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**
- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.

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 E, G, al, mc, mn

- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

*E. f.*  
*al*  
*we*  
*LeaP*  
*mn*



Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2012
Second quarter	:	October – December 2012
Third quarter	:	January – March 2013
Fourth quarter	:	April – June 2013

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

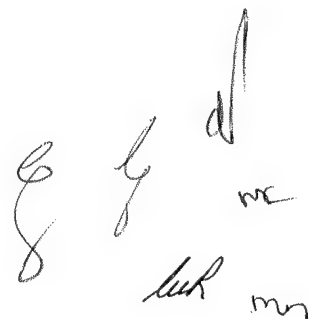
The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 provide access to skills development and capacity building opportunities;
  - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

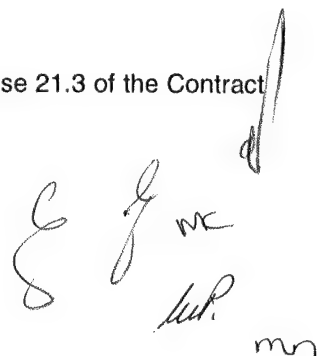
### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

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### 13. GENERAL

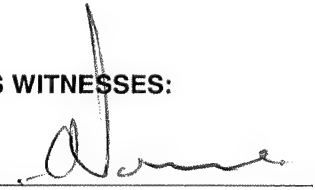
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

### 14. PERFORMANCE APPRAISALS

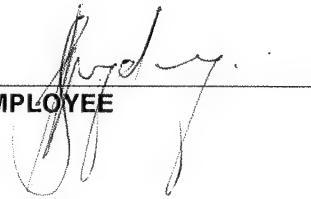
- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at **KLERKSDORP** on this the...8... day of **JUNE 2012**.

AS WITNESSES:

1. 

2. 


  
**EMPLOYEE**

Thus **done** and **signed** at **KLERKSDORP** on this the...8... day of **JUNE 2012**.

AS WITNESSES:

1. 

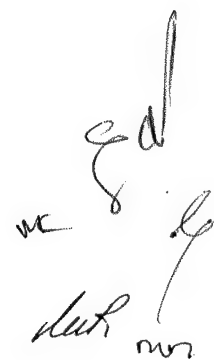
2. 

  
**EMPLOYER**

## Performance Plan

**DIRECTOR :CORPORATE  
SERVICES**  
AG STRYDOM

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## DIRECTOR CORPORATE SERVICES

## TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Municipal Institutional Development and Transformation	27.27%
Good Governance and Public Participation	51.52%
Local Economic Development	9.09%
Municipal Financial Viability & Management	12.12%

OPERATIONAL																		
Project ID.	Vote No.	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compliance	N/A	ADM1	Good Governance and Public Participation	3.03%	To hold section 79 & 80 committees meetings held to ensure better council performance	Number of sec.79 committees meetings (Port folio Meetings) conducted	Conducting 110 ( 10 sec.79 ) committees meetings (Port folio Meetings) by June 2013		104 Meetings	1	30							Attendance register, notices, agendas. Council resolution
										2	20							
										3	30							
										4	30							
Compliance	N/A	ADM2	Good Governance and Public Participation	3.03%	To conduct Mayoral Committee meetings to comply with legislation	Number of Mayoral Committee meetings conducted	Conducting 11 Mayoral Committee and 11 Special Mayoral Committee meetings by June 2013		8 MayCo and 19 Special MayCo	1	3 MayCo & 3 Special MayCo							Notices & Attendance Register
										2	2 MayCo & 2 Special MayCo							
										3	3 MayCo & 3 Special MayCo							
										4	3 MayCo & 3 Special MayCo							
Compliance	N/A	ADM3	Good Governance and Public Participation	3.03%	To ensure effective Council administration and compliance with legislation	Number of ordinary council meetings conducted	Conducting 11 Council meetings by June 2013		10 Council & 6 Special Council meetings	1	3 Council meetings							Notices & Attendance Register
										2	2 Council meetings							
										3	3 Council meetings							
										4	3 Council meetings							
Operational	N/A	LEG1	Good Governance and Public Participation	3.03%	To establish an Engagement of Attorneys policy to regulate the allocation of cases and opinion to attorneys	Engagement of Attorneys policy established	Establishing an Engagement of Attorneys policy for Council by December 2012		Roll Over	1	Task Team & workshops							Attendance register, notices, agendas. Council resolution
										2	Policy approved							
										3	-							
										4	-							
Operational	N/A	LEG2	Good Governance and Public Participation	3.03%	To establish a contract management procedure for Council to enhance monitoring	Contract management system implemented	Implementing a contract management system to centralize all Council agreements for management and monitoring by December 2012		Roll Over	1	Workshop & Consultations with top management							Attendance register, notices, agendas. Procedure manual
										2	Implemented contract management system							
										3	-							
										4	-							
	N/A	LAN1	Good Governance and Public Participation	3.03%	To revise the land alienation policy to comply with legislation	Land Alienation policy reviewed	Revising the Land Alienation policy to expedite the disposal and transfer of Council land by March 2013		Approved policy	1	Consultation & Drafting							Progress reports. Attendance register, notices, agendas. Council resolution
										2	Task Team & workshops							
										3	Approved policy							
										4	-							
	N/A	LAN2	Good Governance and Public Participation	3.03%	To draft a Lease of Council Land Policy to comply with legislation	Lease of Council Land Policy drafted	Drafting a Lease of Council Land Policy to regulate market related rental value by March 2013		New project	1	Consultation & Drafting							Progress reports. Attendance register, notices, agendas. Council resolution
										2	Task Team & workshops							
										3	Approved policy							
										4	-							

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	N/A	LAN3	Good Governance and Public Participation	3.03%	To identify and recover non-paid and non-developed Council sold stands to address the shortage of land for Council	Non-paid and non-developed Council sold stands older than 10 years identified and recovered	Identifying and recovering non-paid and non-developed Council sold stands older than 10 years by June 2013		New project	1	Identifying Council sold stands							Report to Council Progress report Notes on agreements Venus accounts Deeds search Council resolution
										2	Verification process of identified stands							
										3	Letters of Intent to purchasers							
										4	Recover resolved stands							
Compliance	N/A	OHS1	Good Governance and Public Participation	3.03%	To conduct OHS inspections to ensure legal compliance	Number of OHS inspections in Council departments conducted	Conducting 120 OHS inspections in Council departments by June 2013		122 Inspections conducted	1	30							Register
										2	30							
										3	30							
										4	30							
Compliance	N/A	OHS2	Good Governance and Public Participation	3.03%	To conduct OHS audits to ensure that all deviations be corrected according to the Act	Number OHS audits conducted	Conducting 2 OHS Audits by June 2013		2 Audits	1	0							Register
										2	1							
										3	0							
										4	1							
NKP - Indicator	200000 105 5706	SKIL1	Municipal Financial Viability & Management	3.03%	To spent a percentage of municipality's budget on implementing its workplace skill plan (National Indicator)	Rand value of Training Expenditure for 2012/13	R1,195,333 spend on Training Expenditure for 2012/13 by June 2013		National Key Performance Indicator	1	R 298,833							Vote Number
										2	R 597,667							
										3	R 896,499							
										4	R 1,195,333							
NKP - Indicator	200000 105 3304	SKIL2	Municipal Financial Viability & Management	3.03%		Training Levy for 2012/13	R2,757,558 spend on Training Levy for 2012/13 by June 2013		National Key Performance Indicator	1	R 689,390							Vote Number
										2	R 1,378,779							
										3	R 2,068,169							
										4	R 2,757,558							
NKP - Indicator	200000 105 5426	SKIL3	Municipal Financial Viability & Management	3.03%		SETA Expenditure for 2012/13	R5,000,000 spend on SETA Expenditure for 2012/13 by June 2013		National Key Performance Indicator	1	R 1,250,000							Vote Number
										2	R 2,500,000							
										3	R 3,750,000							
										4	R 5,000,000							
NKP - Indicator	200000 230 5424	SKIL4	Municipal Financial Viability & Management	3.03%		SETA Income/Rec for 2012/13	R5,000,000 collected for SETA Income/Rec for 2012/13 by June 2013		National Key Performance Indicator	1	R 1,250,000							Vote Number
										2	R 2,500,000							
										3	R 3,750,000							
										4	R 5,000,000							
Operational	N/A	SKIL5	Municipal Institutional Development and Transformation	3.03%	To approve the Workplace Skills Plan to comply with legislation	Annual WSP / ATR submitted to LGSETA	Submitting 2012/13 WSP / ATR to LGSETA by June 2013		WSP submitted	1	-							WSP Plan
										2	-							
										3	-							
										4	2012/13 WSP submitted							
Compliance	N/A	SKIL6	Municipal Institutional Development and Transformation	3.03%		Annual Employment Equity Report submitted to the Department of Labour	Submitting the 2011/12 Employment Equity Report to Department of Labour by September 2012		EEP submitted	1	2011/12 EEP submitted							Proof of submittance. EEP Report
										2	-							
										3	-							
										4	-							
Compliance	N/A	SKIL7	Municipal Institutional Development and Transformation	3.03%		Number of employees trained on Employment Equity	Conducting training for 45 employees on Employment Equity by June 2013		40 Employees trained	1	0							Notices & Attendance Register
										2	0							
										3	0							
										4	45							
Compliance	N/A	SKIL8	Municipal Institutional Development and Transformation	3.03%		Number of EECF meetings conducted	Conducting 11 EECF meetings by June 2013		12 Meetings	1	3							Notices & Attendance Register
										2	2							
										3	3							
										4	3							

*Signature*

Operational	205545 105 6612	EAP1	Municipal Institutional Development and Transformation	3.03%	To develop and enhance employee wellness	Employee Wellness Programme developed	Implementing a Employee Wellness Programme at a cost of R200,000 by September 2012		Roll Over	1	Programme implemented							Programme implemented. Proof of payment
										2	-							
										3	-							
										4	-							
Operational	205545 105 5717	EAP2	Municipal Institutional Development and Transformation	3.03%	To conduct training to create life skills awareness amongst employees	Number of training sessions conducted	Conducting 20 life skills training session for council employees at a cost of R150,000 by June 2013		New project	1	5							Notices Attendance register Workshop material
										2	5							
										3	5							
										4	5							
Operational	205545 105 1226	EAP3	Municipal Institutional Development and Transformation	3.03%	To conduct wellness events to create awareness amongst employees	Number of wellness events conducted	Conducting 2 wellness events for council employees at a cost of R150,000 by December 2012		New project	1	1							Notices Attendance register Workshop material
										2	1							
										3	0							
										4	0							
Operational	N/A	LR1	Municipal Institutional Development and Transformation	3.03%	To hold LLF meetings to ensure industrial harmony	Number of LLF meetings conducted	Convening 11 LLF meetings by June 2013		9 Meetings	1	3							Notices & Attendance Register
										2	2							
										3	3							
										4	3							
Operational	N/A	LR2	Municipal Institutional Development and Transformation	3.03%	To conduct training sessions on institution of disciplinary action to ensure effective conclusion of disciplinary matters	Training sessions for post level 1 - 5 employees on institution of disciplinary action conducted	Conducting a training sessions for post level 1 - 5 employees on institution of disciplinary action by June 2013		New project	1	1 Training session conducted							Notices & Attendance Register Course material
										2	-							
										3	-							
										4	-							
Compliance	203035 105 2410	EM1	Good Governance and Public Participation	3.03%	To enhance public participation as per legislation	Number of Imbizo's conducted	Conducting 20 Imbizo's in the KOSH area at a cost of R1,000,000 by June 2013		15 Imbizo's	1	0							Notices & Attendance Register Reports of Imbizo's
										2	10							
										3	0							
										4	10							
Compliance	203035 105 6611	EM2	Local Economic Development	3.03%	To co-ordinate and conduct gender workshop to support women business and entrepreneurial development	Number of women cooperatives empowered	Empowering 20 women cooperatives in the KOSH area at a cost of R350,000 by June 2013		New project	1	0							Attendance registers. Memorandum of Understanding. Vote number. Report to Council.
										2	0							
										3	Workshop conducted							
										4	20 Women cooperatives established							
Compliance	203035 105 7203	EM3	Local Economic Development	3.03%	To establish youth programmes to support youth business and entrepreneurial development	Number of youth programmes established	Establishing 30 youth programmes in Khuma (6 programmes), Kanana (6 programmes), Tigane (6 programmes), Jouberton (6 programmes) and Alabama (6 programmes) at a cost of R400,000 by June 2013		New project	1	Invitations / Advertisements							Advertisement. Attendance registers. Memorandum of Understanding. Progress reports from groups. Report to Council. Vote number.
										2	Establish 30 programmes							
										3	Monitoring / Progress reports							
										4	Report to Council							
Compliance	203035 105 3638	EM4	Local Economic Development	3.03%	To award bursaries and awards to students in KOSH area to assist with education	Number of financially needed students in the KOSH area awarded	Awarding financially needy students in the KOSH area to further their studies at a cost of R1,500,000 by June 2013			1	-							Advertisement. Policy. Agreements. Report to Council. Vote number.
										2	Advertisements							
										3	Awards awarded							
										4	Monitoring / Progress reports							
Compliance	203035 105 3629	EM5	Good Governance and Public Participation	3.03%	To host a Mandela Day event to do goodwill to each other	Mandela Day event hosted	Hosting 1 Mandela Day event in honouring of Dr. Mandela at a cost of R350,000 by July 2012			1	Mandela Day event hosted							Advertisement. Attendance Register. Report to Council. Vote Number.
										2	-							
										3	-							
										4	-							

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Compliance	2030401054538	SPE1	Good Governance and Public Participation	3.03%	To enhance public participation as per legislation	Number of Operational Phakamas conducted	Conducting 4 Operational Phakamas in identified wards at a cost of R300,000 by June 2013		1 Phakama	1	1							Notices & Attendance Register
										2	1							
										3	1							
										4	1							
Operational	2030401050632	SPE2	Good Governance and Public Participation	3.03%	To develop a Community Development Plan to identify community needs, challenges and to comply with legislation	Community Based Plan (CBP) implemented	Implementing the Community Based Plan (CBP) in 35 wards and submitting report to Council at a cost of R1,000,000 by June 2013		Phase 1 - 3 completed	1	Allocation of field workers to the 35 wards and submit report to Council							Register. Progress report. Notices, agendas & attendance registers. Council resolution.
										2	Report to Council							
										3	Report to Council							
										4	Report to Council							
Operational	2030401054539	SPE3	Good Governance and Public Participation	3.03%	To motivate ward committees for quality performance	Ward Committee Performance Awards facilitated	Conducting Annual Performance Awards for Ward Committee by evaluating all wards at a cost of R221,547 by June 2013		Existing performance awards system	1	-							Monthly ward committee reports
										2	-							Service account income of ward
										3	-							Awards results
										4	Awards awarded							
Operational	2030401055730	SPE4	Good Governance and Public Participation	3.03%	To promote socio-economic well being of councillors and ward committees	Councillor and ward committees support programmes implemented	Implementing the councillor and ward committees support programmes at a cost of R500,000 by June 2013		Roll Over	1	Conduct a skills audit and draft support programme							Skills audit
										2	SCM process							Notices & Attendance Register
										3	Implement support programme							SCM process
										4	-							Appointment of service providers
Operational	203045 105 1222	WHI1	Good Governance and Public Participation	3.03%	To conducted moral re-generations workshops as per National legislation	Number of moral re-generation workshops in KOSH conducted	Conducting 4 moral re-generation workshops in KOSH at a cost of R250,000 by June 2013		1 Event	1	1 Event							Trainees
										2	1 Event							Notices & Attendance Register
										3	1 Event							Report to Council resolution
										4	1 Event							
33				100.00%														

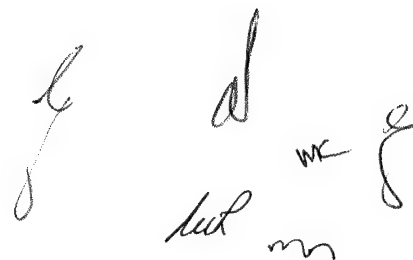






## Personal Development Plan (PDP)

**DIRECTOR :CORPORATE  
SERVICES**  
AG STRYDOM

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders.

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

- 2.4.1 A managerial competency framework as an expression of required managerial competencies.  
2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-
- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.



- o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-

(a) A Skills Development Facilitator has been appointed.

(b) The Workplace Skills Plan has been submitted.

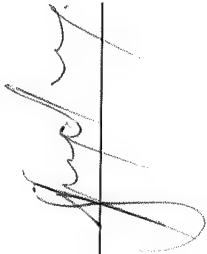
(c) A submission, including a Business Plan is submitted for additional grants.

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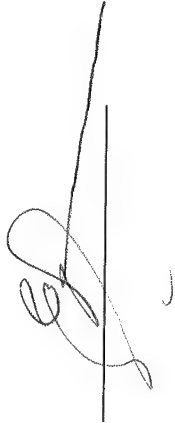
Compiled on: 1 July 2012

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						

Director's signature: \_\_\_\_\_



Municipal Manager's signature: \_\_\_\_\_



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CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>





Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>



		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits own mistakes and weaknesses and seeks help from others where unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative and national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>



  
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Knowledge of Performance Management and Reporting	<p>The ability to support the implementation of the performance reporting process of the municipality.</p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality , analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>

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Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>



# PERFORMANCE AGREEMENT

IN TERMS OF THE:-

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED**

**AND**

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

**Entered into by and between**

The **CITY OF MATLOSANA** herein represented by

**E.T. MOTSEMME**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**W.J. VILJOEN**

*As the*

**Director: Electrical and Mechanical Services**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013

# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **WYNAND JACOBUS VILJOEN (ID NR. 5410035136080)** in his capacity as the **DIRECTOR ELECTRICAL AND MECHANICAL SERVICES** of the Municipality (hereinafter referred to as the **Employee**).

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.



- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	100%
Municipal Institutional Development and Transformation	%
Local Economic Development (LED)	%
Municipal Financial Viability and Management	%
Good Governance and Public Participation	%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management	✓	5%
Financial Management	✓	15%
Change Management		
Knowledge Management	✓	5%
Service Delivery Innovation	✓	5%
Problem Solving and Analysis	✓	5%
People Management and Empowerment	✓	5%
Client Orientation and Customer Focus	✓	10%

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Communication	✓	5%
Honesty and Integrity	✓	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	✓	5%
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%
Knowledge of Performance Management and Reporting	✓	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	5%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

6.1.2 the intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

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- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

#### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2012
<b>Second quarter</b>	:	October – December 2012
<b>Third quarter</b>	:	January – March 2013
<b>Fourth quarter</b>	:	April – June 2013

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7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee's** functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.



### 13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

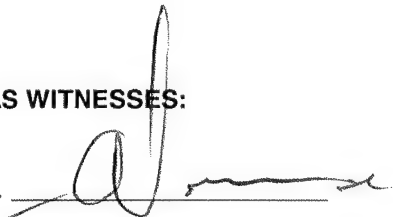
### 14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at KLERKSDORP on this the 8 day of JUNE 2012.

AS WITNESSES:

1.



2.

  
EMPLOYEE

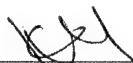
Thus **done** and **signed** at KLERKSDORP on this the 8 day of JUNE 2012.

AS WITNESSES:

1.



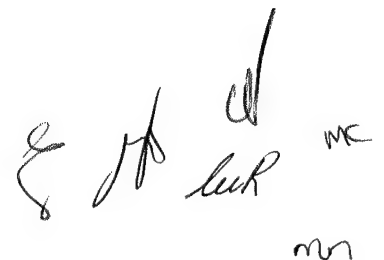
2.

  
EMPLOYER

# Performance Plan

**DIRECTOR :ELECTRICAL AND  
MECHANICAL SERVICES  
WJ VILJOEN**

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## DIRECTOR ELECTRICAL AND MECHANICAL ENGINEERING

IDP PROJECTS								
Project ID.	Vote Nr	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	R
IDP - MIG Grant Roll-Over	205015 401 2410	ELE1	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Kanana</b> (Phase 4)	Installing 8 high mast lights in Kanana (ward 22 - 26)(phase 4) at a cost of R600,000 by June 2013	
IDP - MIG Grant Roll-Over	205015 401 2411	ELE2	Service Delivery & Infrastructure Development	5.88%		High mast lights installed in <b>Jouberton Ext 24</b> (Phase 1)	Installing 5 high mast lights in Jouberton extension 24 (ward 12)(phase 1) at a cost of R300,000 by June 2013	
IDP - MIG Grant Roll-Over	205015 401 6018	ELE3	Service Delivery & Infrastructure Development	5.88%	To upgrade mechanical and electrical equipment at pump station to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment at pump station in <b>Ellaton</b> upgraded	Upgrading of 1 mechanical and electrical equipment in pump station (Volume 3) at Ellaton (ward 8 & 29) to the amount of R2,422,000 by December 2012	
IDP - DME Grant Roll-Over	205015 401 0905	ELE4	Service Delivery & Infrastructure Development	5.88%	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in <b>Jouberton Ext 24</b> (Phase 2) electrified	Electrification of 1,192 houses in Jouberton Ext 24 (ward 12)(Phase 2) at a cost of R8,719,000 by June 2013	
IDP - MIG Grant		ELE5	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Kanana</b> (Phase 5)	Installing 8 high mast lights in Kanana (ward 22 - 26)(phase 5) at a cost of R2,000,000 by June 2013	
IDP - MIG Grant		ELE6	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Jouberton Ext 24</b> (Phase 2)	Installing 8 high mast lights in Jouberton extension 24 (ward 12)(phase 2) at a cost of R2,000,000 by June 2013	

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IDP - MIG Grant		ELE7	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Tigane</b> (Phase 2)	Installing 8 high mast lights in Tigane (wards 1 & 2)(phase 2) at a cost of R2,000,000 by June 2013
IDP - MIG Grant		ELE8	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in <b>Alabama Ext 3</b> (Phase 1)	Installing 8 high mast lights in Alabama extension 3 (ward 4)(phase 1) at a cost of R2,000,000 by June 2013
IDP - MIG Grant	205015 401 6018	ELE9	Service Delivery & Infrastructure Development	5.88%	To upgrade mechanical and electrical equipment at pump stations to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment at pump stations upgraded	Upgrading of 5 mechanical and electrical equipment in pump stations (Volume 4) at Rietkuil - Jouberton (ward 12); Linda, Lorraine and Tigane - Tigane (wards 1 & 2) and Alabama (wards 3 & 4) to the amount of R8,000,000 by June 2013
IDP - DME Grant		ELE10	Service Delivery & Infrastructure Development	5.88%	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in <b>Jouberton Ext 24</b> (Phase 3) electrified	Electrification of 18 houses in Jouberton Ext 24 (ward 12)(Phase 3) at a cost of R180,000 by March 2013
IDP - DME Grant		ELE11	Service Delivery & Infrastructure Development	5.88%	To upgrade Jouberton main substation to ensure adequate supply of electricity	<b>Jouberton</b> main substation upgraded	Upgrading of Jouberton main substation building with a 68m <sup>2</sup> extension and additional 2 x 11 KV panels to the amount of R1,320,000 by June 2013

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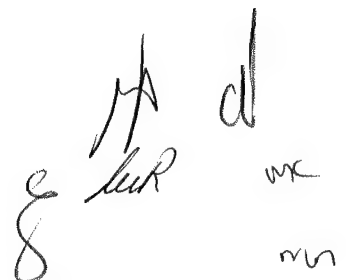


CAPITAL PROJECTS								
Project ID.	Vote No.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Rev Tar
New Capital	203005 603 6303	ELE12	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of 1 truck with sound system for the Imbizo's and 2 x 1400 bakkies for Speaker's Office at a cost of R1,700,000 by March 2013	
New Capital		ELE13	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of vehicles / trucks from Fleet Africa at a cost of R3,000,000 by December 2012	
OPERATIONAL								
Project ID.	Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	R
National KPI	N/A	ELE14	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	% of households with access to basic level of electricity	99.29% of households with access to basic level of electricity by June 2013 - <b>Urban Settlement</b>	
National KPI	N/A	ELE15	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of households with access to basic level of electricity	168,663 Households with access to basic level of electricity by June 2013 - <b>Urban Settlement</b>	
National KPI	N/A	ELE16	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of backlogs with the access to basic level of electricity	1,192 Backlogs with the access to basic level of electricity by June 2013 - <b>Urban Settlement</b>	
National KPI	N/A	ELE17	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	Number of backlogs with the access to basic level of electricity	1,620 Backlogs with the access to basic level of electricity by June 2013 - <b>Rural Settlement (Jurisdiction of Eskom)</b>	
17				100.00%				

# **Personal Development Plan (PDP)**

**DIRECTOR :ELECTRICAL AND  
MECHANICAL SERVICES  
WJ VILJOEN**

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

#### 1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

#### 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.

2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. **Compiling the Personal Development Plan attached as the Appendix 1.**

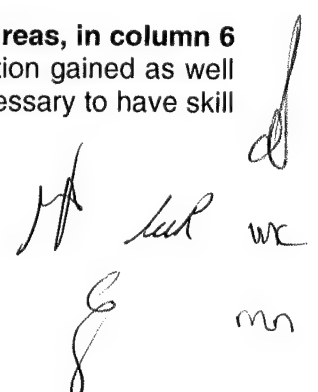
- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.




- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).



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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
- (a) A Skills Development Facilitator has been appointed.
  - (b) The Workplace Skills Plan has been submitted.
  - (c) A submission, including a Business Plan is submitted for additional grants.

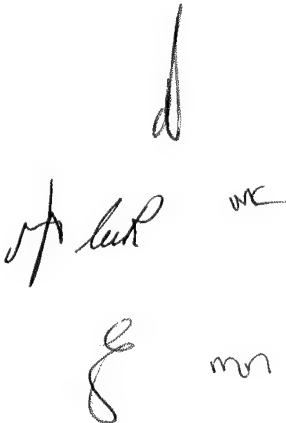
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Compiled on: 1 July 2012

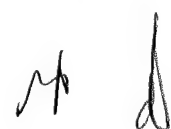

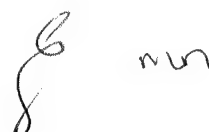
1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						

Director's signature: \_\_\_\_\_

Municipal Manager's signature: \_\_\_\_\_



CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>



Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>

		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits won mistakes and weaknesses and seeks help from others were unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>

#### CORE OCCUPATIONAL COMPETENCIES (COC)

Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>

Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts		<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>



Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>

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 M. E. ...  
 MC  
 MN

# PERFORMANCE AGREEMENT

IN TERMS OF THE:-

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

**E.T. MOTSEMME**

in his capacity as

**Municipal Manager**

(hereinafter referred to as the **Employer**)

And

**S.G. MABUDA**

As the

**Director: Macro City Planning and Development**

(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013

# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **SIPHO GIFT MABUDA (ID NR. 6707285530089)** in his capacity as the **DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT** of the Municipality (hereinafter referred to as the **Employee**).

## WHEREBY IT IS AGREED AS FOLLOWS:

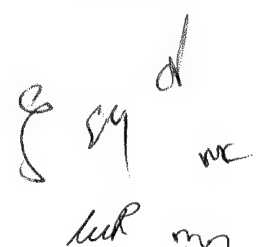
### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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### 3 COMMENCEMENT AND DURATION

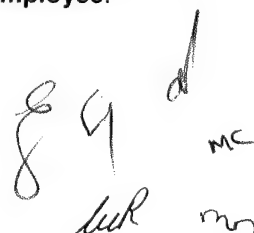
- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	0.00%
Local Economic Development (LED)	31.82%
Municipal Financial Viability and Management	27.27%
Good Governance and Public Participation	40.91%
<b>Total</b>	<b>100.00%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management	✓	5%
Financial Management	✓	15%
Change Management		
Knowledge Management	✓	5%
Service Delivery Innovation	✓	5%
Problem Solving and Analysis	✓	5%
People Management and Empowerment	✓	5%
Client Orientation and Customer Focus	✓	10%

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Communication	✓	5%
Honesty and Integrity	✓	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	✓	5%
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%
Knowledge of Performance Management and Reporting	✓	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	5%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

6.1.2 the intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

#### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July – September 2012
<b>Second quarter</b>	:	October – December 2012
<b>Third quarter</b>	:	January – March 2013
<b>Fourth quarter</b>	:	April – June 2013



7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee's** functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

### 13. GENERAL

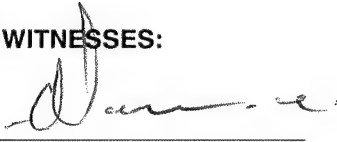
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

### 14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at KLERKSDORP on this the...<sup>8</sup>... day of JUNE 2012.

AS WITNESSES:

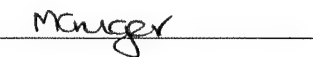
1. 

  
EMPLOYEE


2. 

Thus **done** and **signed** at KLERKSDORP on this the...<sup>8</sup>... day of JUNE 2012.

AS WITNESSES:

1. 

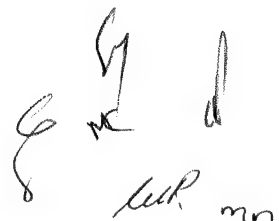
  
EMPLOYER

2. 

# **Performance Plan**

**DIRECTOR: MACRO CITY  
PLANNING AND DEVELOPMENT  
SG MABUDA**

**CITY OF MATLOSANA**  
Period 1 July 2012 to 30 June 2013

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## DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT

IDP PROJECTS								
Project ID.	Vote Nr	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Re T
IDP - MIG Grant - Roll Over	208515 401 0309	LED2	Local Economic Development	4.54%	To build flea market shelters to create sustainable SMME's	Number of m <sup>2</sup> hawkers shelters built	Building ±18m <sup>2</sup> food stalls in Klerksdorp for 10 entrepreneurs at a cost of R1,000,000 by June 2013 (phase 3)	
NDPG (Neigh-bour-hood Development Program Grant)	N/A	LED3	Local Economic Development	4.54%	To conduct township regeneration studies to enhance job creation	Number of feasibility and viability studies conducted for economic analysis	Conducting 5 feasibility and viability studies for economic analysis in Jouberton, Alabama, Kanana, Khuma and Tigane at a cost of R3,000,000 by June 2013	
OPERATIONAL								
Project ID.	Vote Nr	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Re T
National KPI	N/A	LED4	Local Economic Development	4.54%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013	
Operational	N/A	LED6	Local Economic Development	4.54%	To implement cooperatives in all wards to comply with legislation	Number of cooperatives established and functional	35 Cooperatives (1 per ward) in KOSH area established by June 2013	
Operational	N/A	LED7	Local Economic Development	4.54%	To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013	
Operational	N/A	LED8	Local Economic Development	4.54%	To ensure alignment between LED strategies and PGDS to comply with legislation	LED strategy and plans aligned	LED strategy and plans are aligned with PGDS by March 2013	
Operational	N/A	LED9	Good Governance and Public Participation	4.54%	To conduct consultations meeting to assist SMME's	Number of LED consultation meetings conducted with stakeholders	Conducting 12 LED consultation meetings with stakeholders by June 2013	

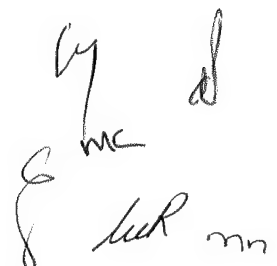
Operational	N/A	LED10	Local Economic Development	4.54%	To conduct workshops to assist SMME's	Number of SMME workshops conducted to capacitate SMME's	Conducting 4 SMME workshops to capacitate SMME's by June 2013
Operational	208505105360 3	CBM1	Municipal Financial Viability & Management	4.54%	To do city marketing to promote the city	R value spent on marketing activities	Spending R706,894 on marketing according to marketing strategy plan by June 2013
Operational	N/A	COM1	Good Governance and Public Participation	4.54%	To revise the Communication Policy to create internal and external awareness on corporate communication	Access to Information Policy revised	Revising of the Access to Information Policy by March 2013
Operational	N/A	COM2	Good Governance and Public Participation	4.54%	To approve the Communication Policy to create internal and external awareness on corporate communication	Media Relations Policy approved	Approving of the Media Relations Policy by December 2012
Operational	N/A	COM3	Good Governance and Public Participation	4.54%		Events Management Policy approved	Approving of the Events Management Policy by December 2012
Operational	N/A	COM4	Good Governance and Public Participation	4.54%	To revise Communication Policy to create internal and external awareness on corporate communication	Crises Communication Policy revised	Revising of the Crises Communication Policy by December 2012
Operational	N/A	COM5	Good Governance and Public Participation	4.54%		City Branding Policy revised	Revising of the City Branding Policy by December 2012
Operational	N/A	COM6	Good Governance and Public Participation	4.54%	To distribute internal & external newsletters to ensure transparency with Council affairs	Number of internal communiqués compiled & distributed to all employees of Council	Compiling & Distributing 4 internal communiqués to all employees of Council by June 2013
Operational	N/A	COM7	Good Governance and Public Participation	4.54%		Number of external publications compiled & distributed regarding Council affairs to the community	Compiling & Distributing 4 external publications regarding Council affairs to the community by June 2013
Compliance	N/A	COM8	Good Governance and Public Participation	4.54%	To draft the Communication strategy to comply with legislation	Communication Strategy drafted	Drafting a Communication Strategy by August 2012

Operational	208005 227 5110	FPM1	Municipal Financial Viability & Management	4.54%	To collect income to ensure effective financial viability	Total income collected from rental estate	Total income of R908,348 collected from rental estate by June 2013
Operational	208005 230 1520	FPM2	Municipal Financial Viability & Management	4.54%		Total income collected from ripening rooms	Total income of R671,926 collected from ripening & cooling rooms by June 2013
Operational	208005 221 3601	FPM3	Municipal Financial Viability & Management	4.54%		Total income collected from market dues	Total income of R14,901,591 collected from market dues by June 2013
Operational	208005 227 5131	FPM4	Municipal Financial Viability & Management	4.54%		Total income collected from rental of carriage	Total income of R75,521 collected from rental of carriage by June 2013
Operational	208005 230 5412	FPM5	Municipal Financial Viability & Management	4.54%		Total income collected from agent selling transaction fees	Total income of R61,083 collected from agent selling transaction fees by June 2013
22 100.00%							

# **Personal Development Plan (PDP)**

**DIRECTOR: MACRO CITY  
PLANNING AND DEVELOPMENT  
SG MABUDA**

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.

2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Appendix 1.

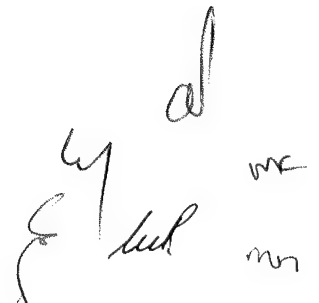
- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
- (a) A Skills Development Facilitator has been appointed.
  - (b) The Workplace Skills Plan has been submitted.
  - (c) A submission, including a Business Plan is submitted for additional grants.


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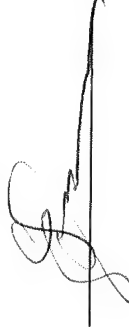
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Compiled on: 1 July 2012

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						

Director's signature: 

Municipal Manager's signature: 



CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>

  
  
 MC  
 MN

Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>



		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits won mistakes and weaknesses and seeks help from others were unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>

### CORE OCCUPATIONAL COMPETENCIES (COC)

Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>

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Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts		<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>

Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>

## PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

**E.T. MOTSEMME**

in his capacity as

**Municipal Manager**  
(hereinafter referred to as the **Employer**)

And

**L.M. RAMOROLA**

As the

**Director: Strategic Planning, Monitoring and Control**  
(hereinafter referred to as the **Employee**)

For the Period

1 July 2012 to 30 June 2013



## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **LERATO MIRIAM RAMOROLA (ID NR. 7404210723083)** in her capacity as the **DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL** of the Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and



- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2012** and will remain in force until **30 JUNE 2013** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	41.00%
Local Economic Development (LED)	0.00%
Municipal Financial Viability and Management	4.48%
Good Governance and Public Participation	54.52%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	5%
Programme and Project Management	✓	5%
Financial Management	✓	15%
Change Management		
Knowledge Management	✓	5%
Service Delivery Innovation	✓	5%
Problem Solving and Analysis	✓	5%
People Management and Empowerment	✓	5%

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Client Orientation and Customer Focus	✓	10%
Communication	✓	5%
Honesty and Integrity	✓	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	✓	5%
Interpretation of and implementation within the legislative and national policy frameworks	✓	5%
Knowledge of Performance Management and Reporting	✓	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	5%
Knowledge of more than one functional municipal field / discipline	✓	5%
Skills in Mediation		
Skills in Governance	✓	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	5%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**
- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

#### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

**First quarter** : July – September 2012  
**Second quarter** : October – December 2012  
**Third quarter** : January – March 2013  
**Fourth quarter** : April – June 2013



- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 provide access to skills development and capacity building opportunities;
  - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

### 11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.





### 13. GENERAL

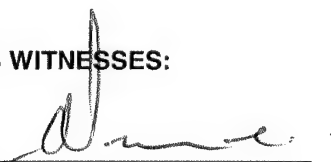
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.


### 14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at KLERKSDORP on this the...8... day of JUNE 2012.

AS WITNESSES:

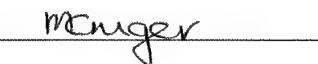
1. 


  
EMPLOYEE

2. 

Thus **done** and **signed** at KLERKSDORP on this the...8... day of JUNE 2012.

AS WITNESSES:

1. 

  
EMPLOYER

2. 

## Performance Plan

**DIRECTOR: STRATEGIC  
PLANNING, MONITORING AND  
CONTROL**  
LM RAMOROLA

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

*Handwritten signatures and initials:*  
E. Buthe  
M. Ramorola  
M. Ramorola

## DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL

**TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%**

Municipal Institutional Development and Transformation 41.00%



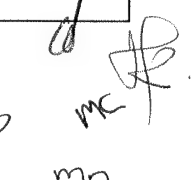
Municipal Financial Viability &amp; Management 4.48%

Good Governance and Public Participation 54.52%

OPERATIONAL																		
Project ID.	Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compliance	2030301050608	PMS1	Municipal Institutional Development and Transformation	4.56%	To develop and implement a 5 year strategic plan for Council to ensure effective direction	5 Year strategic plan for Council developed and implemented	Developing and implementing a 5 year strategic plan for Council at a cost of R300,000 by March 2013		Outdated strategic plan	1	Appointment of facilitator							MM Resolution Strategic document Municipal Score Card Proof of payment
										2	Strategic plan developed							
										3	Council approval - Phase 1 Implemented							
										4	Implementation completed							
Compliance	N/A	PMS2	Municipal Institutional Development and Transformation	4.56%	To approve the draft SDBIP to comply with legislation	Draft 2013/14 SDBIP approved by Council	Approving draft 2013/14 SDBIP by Council by May 2013		Approved draft 2012/13 SDBIP	1	-							Council Resolution
										2	-							
										3	-							
										4	Draft 2013/14 SDBIP approved							
Compliance	N/A	PMS3	Municipal Institutional Development and Transformation	4.56%	To approve the final SDBIP to ensure compliance with legislation	Final 2013/14 SDBIP approved by Executive Mayor	Approving final 2013/14 SDBIP by Executive Mayor (28 days after approval of budget) by June 2013		Approved 2012/13 SDBIP	1	-							Council Resolution
										2	-							
										3	-							
										4	2013/14 SDBIP approved							
Compliance	N/A	PMS4	Municipal Institutional Development and Transformation	4.56%	To sign the Performance Agreements to comply with legislation	2013/14 Performance Agreements with section 57 employees signed	Signing 2013/14 performance agreements with section 57 employees by June 2013		Signed 2012/13 Performance Agreements	1	-							Signed Agreements MM Resolution
										2	-							
										3	-							
										4	2013/14 Performance Agreements signed							
Compliance	N/A	PMS5	Municipal Institutional Development and Transformation	4.56%	To approve the Annual Performance Report to comply with section 46 of the MSA	2011/12 Annual Performance Report approved by Municipal Manager	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012		Approved 2010/11 Annual Performance Report	1	2011/12 Annual Performance Report approved							MM Resolution
										2	-							
										3	-							
										4	-							
Compliance	N/A	PMS6	Municipal Institutional Development and Transformation	4.56%	To approve the Mid-Year Assessment Report to comply with section 72 of the MFMA	2012/13 Mid-Year Assessment Report approved by the Executive Mayor	Approving the 2012/13 Mid-Year Assessment Report by the Executive Mayor by 25 January 2012		Approved 2011/12 Mid-Year Assessment Report	1	-							Council Resolution
										2	-							
										3	2012/13 Mid-Year Assessment Report approved							
										4	-							
Compliance	N/A	PMS7	Municipal Institutional Development and Transformation	4.56%	To table the Annual Report to comply with section 121 of MFMA	2011/12 Annual Report tabled before Council	Tabling the 2011/12 Annual Report before Council by 31 January 2013		Tabled 2010/11 Annual Report	1	-							Council Resolution
										2	-							
										3	2011/12 Annual Report tabled							
										4	-							

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Compliance	N/A	IDP1	Good Governance and Public Participation	4.54%	To approve the draft IDP to comply with legislation	Draft 2013/14 IDP approved by Council	Approving draft 2013/14 IDP by Council by March 2013		Approved Draft 2012/13 IDP	1	-							Council Resolution	
										2	-								
										3	Draft 2013/14 IDP approved								
										4	-								
Compliance	N/A	IDP2	Good Governance and Public Participation	4.54%	To approve the final IDP to comply with legislation	Final 2013/14 IDP approved by Council	Approving final 2013/14 IDP by Council by May 2013		Approved 2012/13 IDP	1	-							Council Resolution	
										2	-								
										3	-								
										4	2013/14 IDP approved								
Compliance	N/A	IDP3	Good Governance and Public Participation	4.54%	To table the IDP Process Plan to indicate key deadlines	2013/14 IDP process plan tabled before Council	Tabling of 2013/14 IDP process plan before Council by August 2012		Tabled 2012/13 IDP Plan	1	2013/14 IDP Process Plan tabled							Council Resolution	
										2	-								
										3	-								
										4	-								
Compliance	N/A	IDP4	Good Governance and Public Participation	4.54%	To enhance public participation to comply with legislation	Number Rep Forum meetings conducted	Conducting 3 Rep Forum meetings by June 2013		3 Meetings	1	0							Notice & Attendance Register	
										2	1								
										3	1								
										4	1								
Compliance	N/A	IDP5	Good Governance and Public Participation	4.54%		Number community consultations meetings conducted	Conducting 3 community consultations meetings by June 2013		3 Meetings	1	1							Notice & Attendance Register	
									2	0									
									3	1									
									4	1									
Compliance	N/A	IA1	Good Governance and Public Participation	4.54%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013		4 Meetings	1	1							Notice & Attendance Register	
									2	1									
									3	1									
									4	1									
Compliance	N/A	IA2	Good Governance and Public Participation	4.54%	To conduct Performance Audit Committee Meetings to ensure good governance	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013		4 Meetings	1	1							Notice & Attendance Register	
									2	1									
									3	1									
									4	1									
Compliance	N/A	IA3	Good Governance and Public Participation	4.54%	To issue Performance Information Audit Reports to ensure compliance with legislation	Number performance information audit reports issued to assess the efficiency and effectiveness of performance achieved	Issuing 4 Performance information audit reports to assess the efficiency and effectiveness of performance achieved by Council by June 2013		4 Reports	1	4th Quarter report of 2011/12 performance information							Quarterly Reports	
									2	1st Quarter report of 2012/13 performance information									
									3	2nd Quarter report of 2012/13 performance information									
									4	3rd Quarter report of 2012/13 performance information									



Compliance	N/A	IA4	Municipal Financial Viability & Management	4.48%	To report on outstanding disclaimer and qualifications to ensure sound financial management	Number follow-up audit reported to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report and Internal Auditor's findings	Reporting with 2 follow-up audit to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2013	2 Reports	1	0							2 Follow-up Reports
									2	1							
									3	0							
									4	1							
Compliance	N/A	IA5	Good Governance and Public Participation	4.54%	To issue activity reports to ensure good governance	Number activity reports issued to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans	Issuing 4 activity reports to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans by June 2013	4 Reports	1	1							4 Activity Reports
									2	1							
									3	1							
									4	1							
Compliance	N/A	IA6	Good Governance and Public Participation	4.54%	To adopt the Internal Audit Charter to comply with legislation	Reviewed IA Charter adopted in accordance with IIA standards	Adopting the reviewed IA Charter (2013/14) in accordance with IIA standards by June 2013	Reviewed 2012/13 Audit Charter	1	-							Reviewed 2013/14 Internal Audit Charter
									2	-							
									3	-							
									4	Reviewed 2013/14 Audit Charter							
Compliance	N/A	IA7	Good Governance and Public Participation	4.54%	To facilitate the Risk Assessment workshop to ensure good governance and to comply with legislation	2013/14 Risk Assessment workshop facilitated on emerging risks	Facilitating the 2013/14 Risk Assessment workshop with Council departments on emerging risks by June 2013	2 Workshop	1	-							Programme Notice & Attendance Register
									2	-							Updated Risk Register
									3	-							Report to Risk Management Committee
									4	2013/14 Risk Assessment Workshop facilitated							
Compliance	N/A	IA8	Good Governance and Public Participation	4.54%	To submit a Risk Based Audit Plan to ensure	3-Year Risk Based Audit Plan 2013/14 submitted to the Audit Committee for approval	Submitting a 3-Year Risk Based Audit Plan 2013/14 to the Audit Committee for approval by June 2013	Existing plan	1	-							Risk Based Audit Plan approved by Audit Committee
									2	-							
									3	-							
									4	Approved 3-Year Risk Based Audit Plan 2013/14							
Compliance	N/A	IA9	Municipal Institutional Development and Transformation	4.56%	To continue with Professional Development to enhance knowledge, skills and other competencies of Internal Audit staff	2013/14 Continuous Development Program for approval by Director Strategic Planning, Monitoring and Control	Develop the 2013/14 Continuous Development Program for approval by Director Strategic Planning, Monitoring and Control by June 2013	Existing programme	1	-							Continuing Professional Development program
									2	-							
									3	-							
									4	Approved 2013/14 Continuous Development Program							
Compliance	N/A	IA10	Municipal Institutional Development and Transformation	4.56%	To conduct quality assurance improvement programme to comply with legislative requirements	Peer-to-peer quality assurance and improvement programme performed	Performing a peer-to-peer quality assurance and improvement programme by March 2013	New project	1	-							Assessment report
									2	-							
									3	Assessment Report							
									4	-							
22 100.00%																	



## Personal Development Plan (PDP)

**DIRECTOR: STRATEGIC  
PLANNING, MONITORING AND  
CONTROL**  
LM RAMOROLA

CITY OF MATLOSANA  
Period 1 July 2012 to 30 June 2013

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.

2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Appendix 1.

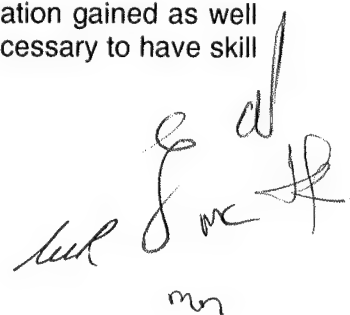
- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

- (a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
  - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.



- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix 1: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).



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(i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-

(a) A Skills Development Facilitator has been appointed.

(b) The Workplace Skills Plan has been submitted.

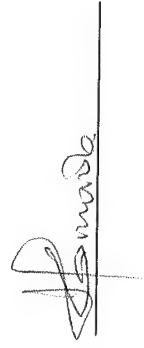
(c) A submission, including a Business Plan is submitted for additional grants.

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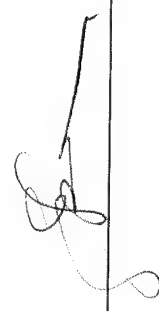
Compiled on: 1 July 2012

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1. Presentation Skills	To be able to present and direct a presentation to deliver the content and address gaps	Advanced Presentation course	Training & Practical sessions	by Jan. 2013	In-House presentations to management.	Municipal Manager.
2. Performance management	To be able to develop the most correct PM model and implement one successfully	Performance management models and implementation	Advanced Training	by Jan. 2013	—	PM Specialist.
3. Auditing	To be able to enhance and ensure achievement of the objectives of auditing	Auditing for general managers	Training or Workshop	By Jan 2013	—	Internal Audit
4.						

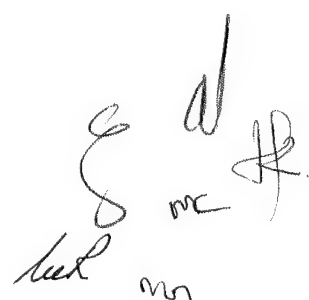
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Municipal Manager's signature:



CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	<ul style="list-style-type: none"> <li>• Develops detailed action plans to execute strategic initiatives.</li> <li>• Assists in defining performance measures to evaluate the success of strategies.</li> <li>• Achieves strategic objectives against specified performance measures.</li> <li>• Translates strategies into action plans.</li> <li>• Secures co-operation from colleagues and team members.</li> <li>• Seeks mutual benefit/win-win outcomes for all concerned.</li> <li>• Supports stakeholders in achieving their goals.</li> <li>• Inspires staff with own behaviour - 'walks the talk'.</li> <li>• Manages and calculates risks.</li> <li>• Communicates strategic plan to the organization.</li> <li>• Utilizes strategic planning methods and tools.</li> </ul>
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>• Establishes broad stakeholder involvement and communicates the project status and key milestones.</li> <li>• Defines roles and responsibilities for project team members and clearly communicates expectations.</li> <li>• Balances quality of work with deadlines and budget.</li> <li>• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan.</li> <li>• Uses computer software programmes.</li> <li>• Sets and manages service level agreements with contractors.</li> </ul>
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</li> <li>• Manages and monitors financial risk.</li> <li>• Continuously looks for new opportunities to obtain and save funds.</li> <li>• Prepares financial reports and guidelines based on prescribed format.</li> <li>• Understands and weighs up financial implications of propositions.</li> <li>• Understands analyses and monitors financial reports.</li> <li>• Allocates resources to established goals and objectives.</li> <li>• Aligns expenditure to cash flow projections.</li> <li>• Ensures effective utilization of financial resources.</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources.</li> <li>• Prepares own budget in line with the strategic objectives of the organization</li> </ul>





Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> <li>• Performs analysis to determine the impact of changes in the social, political and economic environment.</li> <li>• Keeps self and others calm and focused during times of change or ambiguity.</li> <li>• Initiates, supports and encourages new ideas.</li> <li>• Volunteers to lead change efforts outside of own work team.</li> <li>• Consults and persuades all the relevant stakeholders of the need for change.</li> <li>• Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change.</li> <li>• Coaches colleagues on how to manage change.</li> <li>• Proactively seeks new opportunities for change.</li> <li>• Identifies and assists in resolving resistance to change with stakeholders.</li> <li>• Designs specific projects to enable change that is aligned to the organizational objectives.</li> <li>• Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</li> </ul>
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organizational knowledge.</li> <li>• Uses modern technology to stay abreast of world trends and information.</li> <li>• Evaluates information from multiple sources and uses information to influence decisions.</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organization.</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency.</li> <li>• Promotes the importance of knowledge sharing within own area.</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions.</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services.</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders.</li> <li>• Identifies internal process improvement opportunities to SDI.</li> <li>• Demonstrates full knowledge of principles on service delivery innovations.</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery.</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organization.</li> <li>• Implements innovative service delivery options in own department/organization.</li> </ul>

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to work environment.</li> <li>• Demonstrates logical problem solving approach and provides rationale for proposed solutions.</li> <li>• Determines root causes of problems and evaluates whether solutions address root causes.</li> <li>• Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems.</li> <li>• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility.</li> <li>• Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches.</li> <li>• Delegates and empowers others to increase contribution and level of responsibility.</li> <li>• Applies labour and employment legislation and regulations consistently.</li> <li>• Facilitates team goal setting and problem solving.</li> <li>• Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles.</li> <li>• Adheres to internal and national standards with regards to HR practices.</li> <li>• Deals with labour matters.</li> <li>• Identifies competencies required and suitable resources for specific tasks.</li> <li>• Displays personal interest in the well-being of colleagues.</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders.</li> <li>• Manages conflict through a participatory transparent approach.</li> </ul>
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>• Develops clear and implementable service delivery improvement programmes.</li> <li>• Identifies opportunities to exceed the expectations of customers.</li> <li>• Designs internal work processes to improve customer service.</li> <li>• Adds value to the organization by providing exemplary customer service.</li> <li>• Applies customer rights in own work environment.</li> </ul>
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> <li>• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way.</li> <li>• Receptive to alternative viewpoints.</li> <li>• Adapts communication content and style according to the audience, including managing body language effectively.</li> <li>• Delivers messages in a manner that gains support, commitment and agreement.</li> <li>• Writes well-structured complex documents.</li> <li>• Communicates controversial sensitive messages to stakeholders tactfully.</li> </ul>

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 Luth, fmc, mn, and other initials.

		<ul style="list-style-type: none"> <li>• Listens well and is receptive.</li> <li>• Encourages participation and mutual understanding.</li> </ul>
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>• Conducts self in accordance with organizational code of conduct.</li> <li>• Admits won mistakes and weaknesses and seeks help from others were unable to deliver.</li> <li>• Reports fraud, corruption, nepotism and maladministration.</li> <li>• Honours the confidentiality of matters and does not use it for personal gain or the gain of others.</li> <li>• Discloses conflict of interest's issues.</li> <li>• Establishes trust and shows confidence in others.</li> <li>• Treats all employees with equal respect.</li> <li>• Undertakes roles and responsibilities in a sincere and honest manner.</li> <li>• Incorporates organizational values and beliefs into daily work.</li> <li>• Uses work time for organizational matters and not for personal matters.</li> <li>• Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>
<b>CORE OCCUPATIONAL COMPETENCIES (COC)</b>		
Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	<ul style="list-style-type: none"> <li>• Implementing and overseeing the implementation and enforcement of policies and Bylaws</li> <li>• Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements</li> <li>• Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction</li> <li>• Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies</li> </ul>

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Knowledge of Performance Management and Reporting	<p>The ability to support the implementation of the performance reporting process of the municipality.</p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality</li> <li>• Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and</li> <li>• Within the municipality , analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity</li> <li>• Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.</li> <li>• Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.</li> <li>• Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.</li> </ul>
Knowledge of global and South African specific political, social and economic contexts	<ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change</li> </ul>



Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> <li>• Excellent verbal communication and writing skills and an ability to research and analyze complex information</li> <li>• Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.</li> <li>• Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.</li> </ul>
Knowledge of more than one functional municipal field / discipline		<ul style="list-style-type: none"> <li>• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.</li> </ul>
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders.</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs)</li> <li>• Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.</li> </ul>
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> <li>• Managing and implementing change management within the area of responsibility</li> <li>• The ability to be proactive and find creative and innovative solutions to change</li> <li>• Consultation with and management of various stakeholders particular to the change</li> <li>• Managing and resolving any resistance to change</li> <li>• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>